

Fast Retailing Results for FY2026 and Estimates for FY2027

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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 (Sep. 2025 - Aug. 2026)

Large revenue and profit gains. Fifth consecutive record performance

- While sales fell slightly short of our July estimates, sales remained strong throughout the year, generating a ¥562.8 billion revenue increase and ¥167.3 billion business profit gain, and achieving the highest business growth to date.

Units: Billions of yen	Yr to Aug.2025	Yr to Aug.2026						
	Actual	1H Actual	y/y	2H Actual	y/y	Full Year Actual	y/y	Latest est. (Jul.9)
Revenue	3,400.5	2,055.2	+14.8%	1,908.1	+18.5%	3,963.3	+16.6%	3,970.0
Gross profit	1,828.8	1,111.5	+16.4%	1,076.9	+23.2%	2,188.5	+19.7%	-
(to revenue)	53.8%	54.1%	+0.8p	56.4%	+2.1p	55.2%	+1.4p	-
SG&A	1,277.7	724.6	+10.9%	745.4	+19.4%	1,470.0	+15.1%	-
(to revenue)	37.6%	35.3%	-1.2p	39.1%	+0.3p	37.1%	-0.5p	-
Business profit	551.1	386.9	+28.3%	331.5	+32.9%	718.4	+30.4%	710.0
(to revenue)	16.2%	18.8%	+1.9p	17.4%	+1.9p	18.1%	+1.9p	17.9%
Other income, expenses	13.1	13.7	+438.4%	10.9	+3.4%	24.6	+87.9%	20.0
Operating profit	564.2	400.6	+31.7%	342.4	+31.7%	743.1	+31.7%	730.0
(to revenue)	16.6%	19.5%	+2.5p	17.9%	+1.8p	18.7%	+2.1p	18.4%
Finance income, costs	86.3	28.1	-52.7%	31.2	+16.6%	59.3	-31.2%	50.0
Profit before income taxes	650.5	428.8	+17.9%	373.7	+30.3%	802.5	+23.4%	780.0
(to revenue)	19.1%	20.9%	+0.6p	19.6%	+1.8p	20.2%	+1.1p	19.6%
Profit attributable to owners of the parent	433.0	279.2	+19.6%	263.2	+32.0%	542.5	+25.3%	500.0
(to revenue)	12.7%	13.6%	+0.6p	13.8%	+1.4p	13.7%	+1.0p	12.6%

Group: FY2026 Highlights

- **UNIQLO operations achieved higher revenue and profit in all regions and drove overall Group operational growth.**
- **Customer support for the UNIQLO brand rose and UNIQLO operations expanded significantly as, throughout the period, we continued to open high-quality stores that effectively convey the value of LifeWear, and strategically enhanced coordination of products, store displays, and customer communication.**
- **Products: Generated strong sales by offering new value to customers incorporating on-trend silhouettes and materials into year-round bottoms and T-shirts and functional HEATTECH and UV Protection ranges.**
- **GU revenue rose and profit increased sharply. Though structural reforms remain ongoing, operational quality, including sales plans and inventory management, is improving.**

Group: FY2026 Business Profit

Revenue ¥3.4005trln → **¥3.9633trln**

	1H	2H	FY
Group	+ ¥ 265.0bln	+ ¥ 297.8bln	+ ¥ 562.8bln
UQ Japan	+ ¥ 40.1bln	+ ¥ 18.5bln	+ ¥ 58.7bln
UQ Intl.	+ ¥ 227.2bln	+ ¥ 273.6bln	+ ¥ 500.8bln
GU	+ ¥ 2.6bln	+ ¥ 3.3bln	+ ¥ 6.0bln
GB	- ¥ 5.0bln	+ ¥ 2.0bln	- ¥ 2.9bln

Foreign exchange impact

	1H	2H	FY
Group	+2.3%	+6.4%	+4.4%
USD	+1.4%	+8.8%	+5.0%
RMB	+3.0%	+15.3%	+9.1%
EUR	+10.4%	+12.8%	+11.6%
KRW	-1.5%	+3.3%	+0.9%

Gross profit margin 53.8% → **55.2%**

	1H	2H	FY
Group	+0.8p	+2.1p	+1.4p
UQ Japan	-0.2p	+0.3p	-0.1p
UQ Intl.	+1.1p	+2.4p	+1.7p
GU	+1.1p	+1.0p	+1.0p
GB	+0.7p	+3.7p	+2.3p

SG&A ratio 37.6% → **37.1%**

	1H	2H	FY
Group	-1.2p	+0.3p	-0.5p
UQ Japan	-1.2p	+0.5p	-0.4p
UQ Intl.	-1.0p	-0.1p	-0.6p
GU	-0.3p	+0.9p	+0.3p
GB	+3.5p	+0.7p	+2.1p

Business profit margin 16.2% → **18.1%**

	1H	2H	FY
Group	+1.9p	+1.9p	+1.9p
UQ Japan	+1.0p	-0.3p	+0.4p
UQ Intl.	+2.1p	+2.6p	+2.2p
GU	+1.5p	+0.1p	+0.8p
GB	-	+3.0p	+0.2p

¥3.9633trln
+16.6%

¥2.1885trln
+19.7%

¥1.4700trln
+15.1%

¥718.4bln
+30.4%

¥24.6bln

¥743.1bln
+31.7%

SG&A
expenses

Other
income/expenses

FY2026
Revenue

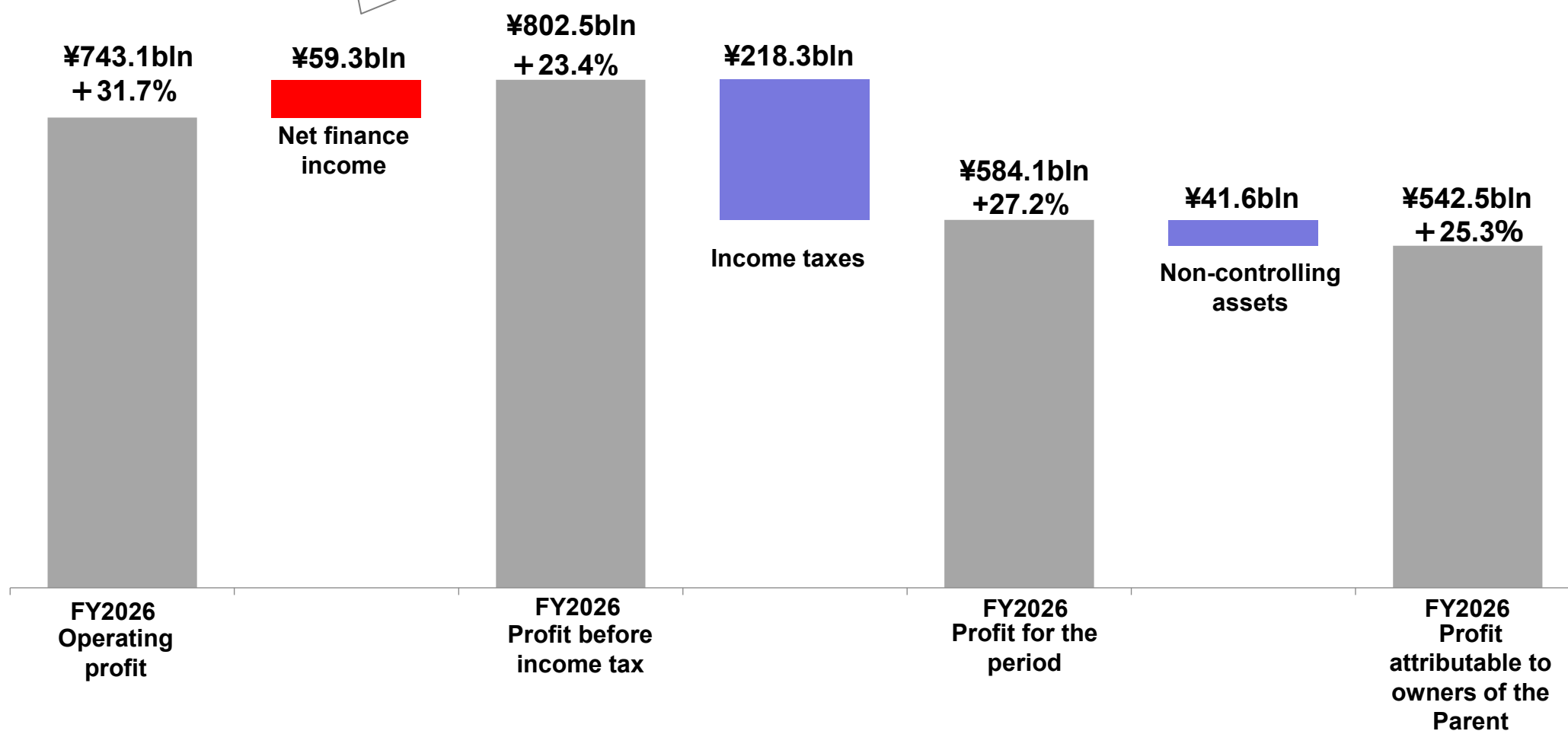
FY2026
Gross profit

FY2026
Business profit

FY2026
Operating profit

Group: FY2026 Profit Attributable to Owners of the Parent

Interest income and expenses: ¥52.2bln
 Foreign exchange gain: ¥7.1bln
 *September 1, 2025: 1USD=146.9JPY
 August 31, 2026: 1USD=160.0JPY



FY2026 Breakdown by Group Operation

Units: Billions of yen		Yr to Aug. 2025	Yr to Aug. 2026					
		Actual	1H Actual	y/y	2H Actual	y/y	Full Year Actual	y/y
UNIQLO Japan	Revenue	1,026.0	581.7	+7.4%	503.1	+3.8%	1,084.8	+5.7%
	Business profit	181.3	110.7	+13.4%	85.3	+1.9%	196.0	+8.1%
	(to revenue)	17.7%	19.0%	+1.0p	17.0%	-0.3p	18.1%	+0.4p
	Other income, expenses	3.0	0.7	+945.1%	-0.1	-	0.5	-81.4%
UNIQLO International	Operating profit	184.4	111.4	+14.1%	85.2	-1.8%	196.6	+6.6%
	(to revenue)	18.0%	19.2%	+1.2p	16.9%	-1.0p	18.1%	+0.1p
	Revenue	1,910.2	1,241.3	+22.4%	1,169.7	+30.5%	2,411.1	+26.2%
	Business profit	305.3	233.0	+37.4%	206.8	+52.4%	439.8	+44.1%
GU	(to revenue)	16.0%	18.8%	+2.1p	17.7%	+2.6p	18.2%	+2.2p
	Other income, expenses	4.0	1.0	-	7.1	+42.0%	8.2	+105.1%
	Operating profit	309.3	234.1	+38.9%	213.9	+52.0%	448.1	+44.9%
	(to revenue)	16.2%	18.9%	+2.3p	18.3%	+2.6p	18.6%	+2.4p
Global Brands	Revenue	330.7	168.4	+1.6%	168.2	+2.1%	336.7	+1.8%
	Business profit	28.3	15.7	+20.1%	15.7	+3.2%	31.5	+11.0%
	(to revenue)	8.6%	9.4%	+1.5p	9.3%	+0.1p	9.4%	+0.8p
	Other income, expenses	2.1	0.6	-11.7%	0.7	-48.5%	1.3	-35.2%
Global Brands	Operating profit	30.5	16.4	+18.3%	16.4	-1.0%	32.8	+7.8%
	(to revenue)	9.2%	9.8%	+1.4p	9.8%	-0.3p	9.8%	+0.6p
	Revenue	131.5	62.7	-7.5%	65.8	+3.3%	128.5	-2.3%
	Business profit	2.6	-0.7	-	3.5	+134.6%	2.8	+6.8%
Global Brands	(to revenue)	2.0%	-	-	5.4%	+3.0p	2.2%	+0.2p
	Other income, expenses	-3.6	0.5	-	1.0	-	1.6	-
	Operating profit	-0.9	-0.1	-	4.6	-	4.4	-
	(to revenue)	-	-	-	7.0%	-	3.5%	-

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: FY2026 Performance

Reported revenue and profit gains. Achieved a record performance

- In line with business estimates.
- Strong sales of products using on-trend silhouettes/materials, functional items meeting customer needs.
- Personnel and store rent ratios fell primarily in 1H, resulting in an improved SG&A margin, and an improved full-year business profit margin.
- 2H operating profit dipped slightly compared to the previous year when profit was boosted by a ¥3.0bln reversal of store-related impairment losses recorded under other income net of costs.

Units: Billions of yen	Yr to Aug. 2025	Yr to Aug. 2026					
	Actual	1H Actual	y/y	2H Actual	y/y	Full Year Actual	y/y
Revenue	1,026.0	581.7	+7.4%	503.1	+3.8%	1,084.8	+5.7%
Gross profit (to revenue)	519.8 50.7%	290.2 49.9%	+6.9% -0.2p	259.0 51.5%	+4.3% +0.3p	549.2 50.6%	+5.7% -0.1p
SG&A (to revenue)	338.4 33.0%	179.5 30.9%	+3.2% -1.2p	173.6 34.5%	+5.6% +0.5p	353.2 32.6%	+4.4% -0.4p
Business profit (to revenue)	181.3 17.7%	110.7 19.0%	+13.4% +1.0p	85.3 17.0%	+1.9% -0.3p	196.0 18.1%	+8.1% +0.4p
Other income, expenses	3.0	0.7	+945.1%	-0.1	-	0.5	-81.4%
Operating profit (to revenue)	184.4 18.0%	111.4 19.2%	+14.1% +1.2p	85.2 16.9%	-1.8% -1.0p	196.6 18.1%	+6.6% +0.1p

UNIQLO Japan: FY2026 Revenue

Same-store sales: +5.1% y/y

- Strong sales performance throughout the year, driven by functional items, such as Ultra Stretch Pants and UV Protection ranges, and items that reflected the latest on-trend silhouettes, such as Barrel Pants.
- 4Q sales declined 4.0% y/y as demand for Summer items was dampened by lower temperatures in June and August (compared to FY2025) and by typhoons and heavy rains.
- Large increase in sales to overseas visitors: That customer group accounted for approx. 11% of total sales.
- E-commerce sales: ¥162.0bln (+6.3% y/y, 15.0% of total sales).
- September 2026 same-store sales: +10.8% y/y. Fall Winter products sold well after temperature dropped.

Same-store sales y/y	Yr to Aug.2026											
	1H	Mar.	Apr.	May.	3Q	1Q-3Q	Jun.	Jul.	Aug.	4Q	2H	Full Year
Net sales	+ 6.5%	+9.2%	+10.2%	+10.1%	+9.9%	+7.6%	-14.1%	+4.3%	-1.3%	-4.0%	+3.5%	+5.1%
Customer visits	+1.0%	+4.5%	+6.9%	+8.4%	+6.9%	+2.9%	-15.0%	-0.2%	-9.1%	-8.0%	-0.6%	+0.2%
Customer spend	+5.4%	+4.5%	+3.1%	+1.6%	+2.9%	+4.5%	+1.1%	+4.5%	+8.6%	+4.4%	+4.1%	+4.8%

UNIQLO Japan: Gross Profit Margin, SG&A Ratio

Gross profit margin contracted: 50.6% (−0.1p y/y)

- 1H: Deteriorated 0.2p y/y
- ✓ Weaker yen rates on forward exchange contracts used for procurement purposes inflated cost of sales ratio.
- 2H: Improved 0.3p y/y
- ✓ Mainly due to a 0.4% rise in the 4Q gross profit margin.
- ✓ 4Q yen rates on forward exchange contracts weakened but fewer additional production orders reduced the impact of spot rates, improving the cost of sales ratio.

GPM	FY2025 Actual	FY2026	
		Actual	YoY
Full Year	50.7%	50.6%	-0.1p
1H	50.1%	49.9%	-0.2p
2H	51.2%	51.5%	+0.3p
3Q	52.4%	52.4%	±0.0p
4Q	49.9%	50.3%	+0.4p

SG&A ratio improved: 32.6% (−0.4p y/y)

- 1H: Improved 1.2p y/y
- ✓ Personnel and store rent cost ratios declined on higher revenue performance.
- 2H: Deteriorated 0.5p y/y
- ✓ Mainly due to 4Q bonus increases, which inflated the personnel expense ratio.

UNIQLO International: FY2026 Overview

Reported large revenue and profit gains, and another record performance

- Further growth across all regions. Double-digit revenue and profit gains in S. Korea, SE Asia, India and Australia region, N. America, and Europe, higher revenue and double-digit profit growth in the Greater China region in local currency terms.
- Total revenue slightly below July estimates. In Europe, persistently warm temperatures stifled demand for Fall Winter items in 4Q. Other regions all performed to plan.
- A year of expanding sales of year-round items, continuous openings of flagship stores, and brand value communication, which boosted support for LifeWear and expanded UNIQLO's customer base.

Units: Billions of yen	Yr to Aug. 2025	Yr to Aug. 2026					
	Actual	1H Actual	y/y	2H Actual	y/y	Full Year Actual	y/y
Revenue	1,910.2	1,241.3	+22.4%	1,169.7	+30.5%	2,411.1	+26.2%
Gross profit (to revenue)	1,066.9 55.9%	698.8 56.3%	+24.8% +1.1p	689.6 59.0%	+36.1% +2.4p	1,388.5 57.6%	+30.1% +1.7p
SG&A (to revenue)	761.6 39.9%	465.8 37.5%	+19.3% -1.0p	482.8 41.3%	+30.1% -0.1p	948.6 39.3%	+24.6% -0.6p
Business profit (to revenue)	305.3 16.0%	233.0 18.8%	+37.4% +2.1p	206.8 17.7%	+52.4% +2.6p	439.8 18.2%	+44.1% +2.2p
Other income, expenses	4.0	1.0	-	7.1	+42.0%	8.2	+105.1%
Operating profit (to revenue)	309.3 16.2%	234.1 18.9%	+38.9% +2.3p	213.9 18.3%	+52.0% +2.6p	448.1 18.6%	+44.9% +2.4p

Exclude forex impact: Up approx. 18% 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 0.2p. Does not impact overall consolidated performance.

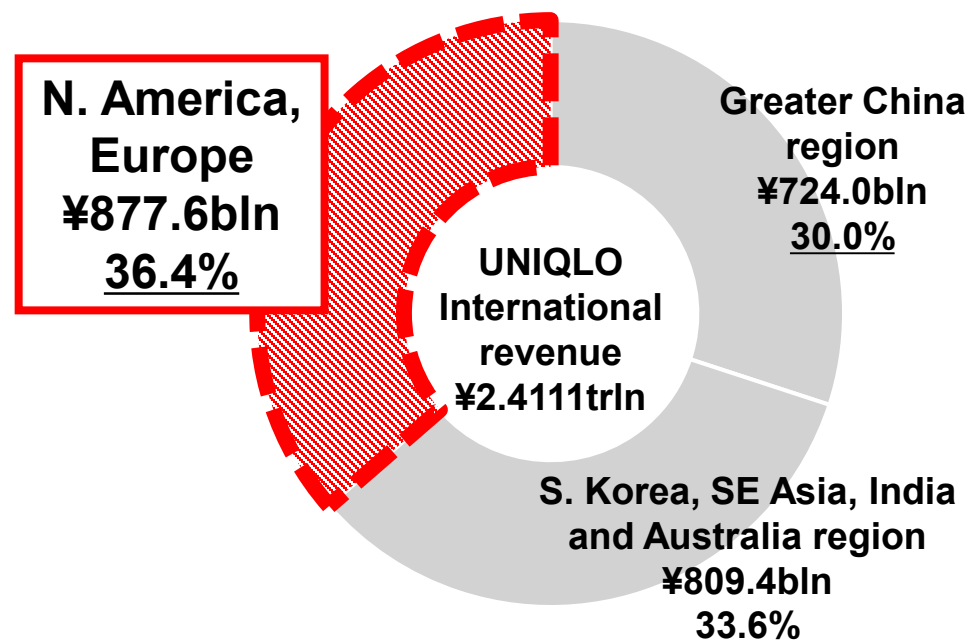
Exclude forex impact: Up approx. 35% in local currency terms

Exclude forex impact: Up approx. 36% in local currency terms

UNIQLO International: Performance by Region

N. America and Europe growing into a significant pillar underpinning Group growth

- All regions generating strong results. Formed a solid structure that facilitates continuous global growth.
- For the first time, North America and Europe combined sales overtake Greater China combined sales, as well as S. Korea, SE Asia, India & Australia combined sales. Growing into a significant pillar underpinning Group growth.
- Profitability improved, with business profit margin rising in all regions.



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	724.0	+ 11.3%	809.4	+ 30.7%	364.9	+ 34.6%	512.6	+ 38.7%
Business profit (to revenue)	112.0 15.5%	+ 24.6% + 1.7p	168.3 20.8%	+ 44.0% + 1.9p	67.9 18.6%	+ 53.3% + 2.3p	91.7 17.9%	+ 69.0% + 3.2p
Operating profit (to revenue)	117.1 16.2%	+ 26.4% + 2.0p	169.7 21.0%	+ 45.8% + 2.2p	68.2 18.7%	+ 52.8% + 2.2p	93.2 18.2%	+ 68.1% + 3.2p

Greater China region: Revenue rise, double-digit profit increase

• (Yen terms) Revenue: ¥724.0bln +11.3%, business profit: ¥112.0bln +24.6%.

• Roughly in line with estimates issued in July.

Mainland China market: Revenue up roughly 3%, business profit up approx. 18%.

• Business profit ratio rose to approx. 16% on higher GPM and SG&A ratio.

• Further rise in same-store sales in 4Q. Strong sales of actively marketed casual innerwear, lounge bottoms, and AIRism innerwear.

• A year of steady structural reform and gradual return to growth path.

1) Solidified brand position by opening flagship stores and strengthening marketing as a global brand. 2) Expanded customer base, especially young people, through UT events and other active sales promotions that suited local needs. 3) Sales per store gradually increasing due to improvements in individual store product lineups and SKU management, and ongoing store network reviews.

Hong Kong, Taiwan markets: Revenue and profit both increased

• 1H: Strong Chinese New Year sales, 2H: Strong Mini-T, UV Protection sales. UT and other events to actively promote sales



Strengthening marketing as a global brand



UT and other events to actively promote sales

S. Korea, SE Asia, India & Australia: Double-digit revenue and profit gains

- (Yen terms) Revenue: ¥809.4bln (+30.7%), business profit: ¥168.3bln (+44.0%).
- Business profit margin up 1.9p to 20.8% on higher gross profit margin and SG&A ratio. Roughly to plan.

South Korea: Reported double-digit revenue and profit growth

- Local customer recognition and support for LifeWear continues to expand.
- Strong performance throughout the year generated by selecting products for strategic marketing, coordinating inventory, sales floors, and marketing, and enhancing sales.
- Strong sales of sweatshirts/pants, fleece, HEATTECH, and other core items, along with new products that incorporated latest trends, such as Barrel Leg Pants and Hooded Ribbed T-shirts.
- FY2026 business profit margin rose on improved gross profit margin and SG&A ratio.

Southeast Asia, India and Australia: Reported double-digit revenue and profit growth

- Business profit margin rose on improved gross profit margin and SG&A ratio.
- Double-digit growth in FY2026 same-store sales. Strong growth due to improved product lineups, sales plans.
 - ✓ 1H: Wider sales of HEATTECH, short-sleeve knitwear, and other Winter items drove performance.
 - ✓ 2H: Strong Thank You Festival and other sales events. Attracted customers and achieved strong UV Protection and Easy Bottoms sales by strategically promoting items during busy shopping seasons, while also controlling discounts
- Achieved full-year revenue and profit gains in all markets within the region.

North America: Reports double-digit revenue and profit growth

- (Yen terms) Revenue: ¥364.9bln (+34.6%), business profit: ¥67.9bln (+53.3%). Performed to plan.
- Business profit margin rose 2.3p to 18.6% on higher gross profit margin.

United States: Reported double-digit revenue and profit growth

- Also achieved double-digit growth in same-store sales.
- News associated with new store openings and continued communication of product value helped expand brand visibility. Promotion of Barrel Pants, sweatshirts/pants, and other on-trend products helped attract new customers.
- FY2026 business profit margin improved, with a lower discounting rate improving the gross profit margin.

Canada: Reported double-digit revenue and profit growth

- Achieved double-digit growth in same-store sales. Generated strong sales throughout the period by strategically determining target products and release timings, ensuring sufficient inventory, and enhancing marketing.
- Strong sales performances from new stores opened during the period contributed to the rise in revenue.

Europe: Reports double-digit revenue and profit growth

- (Yen terms) Revenue: ¥512.6bln (+38.7%), business profit: ¥91.7bln (+69.0%).
- While 4Q overall sales performance fell slightly short of expectations due to unusually warm weather, full-year sales still expanded by a strong 34% y/y.
- Achieved strong, double-digit growth in FY2026 same-store sales in local currency terms.
- UNIQLO presence increased further in Europe with the string of new stores opened in new cities such as Bristol (UK), Munich (Germany), and Utrecht (Netherlands) proving a huge success.
- Strong sales of sweatshirts/pants, shirts, and other core products, continued high level of product-related trust and expectations, and the sale of Mini T-shirts, culottes, Barrel Pants, and other new products helped widen our customer base.
- Also achieved double-digit growth in same-store sales in local currency terms.
- Business profit margin 17.9%. Up 3.2% on improved gross profit margin and SG&A ratio.
 - ✓ Gross profit margin: Improved on controlled discounting
 - ✓ SG&A ratio: Improved primarily on a better distribution cost ratio. In FY2025, we temporarily operated several overlapping warehouses due to the opening of the new automated warehouse, which inflated the distribution cost ratio. This was resolved from 3Q FY2026.

GU: FY2026 Performance

Reports revenue rise and large profit gain, but falls short of expectations

- 4Q: Fall in revenue and slight business loss. GU in transition period. All products being renewed, with a new collection launched from Fall Winter 2026. 4Q sales struggled after we failed to sufficiently address demand for Summer items and encountered product lineup balance issues when launching Fall Winter ranges.
- Costs increased on strategic marketing and expanded warehouse capacity. GU also raised bonus wages in light of the strong overall Group performance, resulting in higher personnel expenses, and a higher SG&A ratio.
- While structural reforms are still underway, operational quality improved throughout the year as we tightened product numbers to focus on strong-selling items and improved the precision of our sales plans. Started renewing products from August, resulting in some nascent strong-selling items.
- New GU identity has not been fully communicated to customers, so we will further enhance branding to expand visibility and lead to the next stage of growth.

Units: Billions of yen	Yr to Aug. 2025	Yr to Aug. 2026					
	Actual	1H Actual	y/y	2H Actual	y/y	Full Year Actual	y/y
Revenue	330.7	168.4	+1.6%	168.2	+2.1%	336.7	+1.8%
Gross profit (to revenue)	161.2 48.8%	83.2 49.4%	+4.0% +1.1p	84.4 50.2%	+4.1% +1.0p	167.7 49.8%	+4.0% +1.0p
SG&A (to revenue)	132.8 40.2%	67.5 40.1%	+0.8% -0.3p	68.7 40.9%	+4.3% +0.9p	136.2 40.5%	+2.5% +0.3p
Business profit (to revenue)	28.3 8.6%	15.7 9.4%	+20.1% +1.5p	15.7 9.3%	+3.2% +0.1p	31.5 9.4%	+11.0% +0.8p
Other income, expenses	2.1	0.6	-11.7%	0.7	-48.5%	1.3	-35.2%
Operating profit (to revenue)	30.5 9.2%	16.4 9.8%	+18.3% +1.4p	16.4 9.8%	-1.0% -0.3p	32.8 9.8%	+7.8% +0.6p

Decline in revenue but rise in profit. Falls short of expectations

• Revenue down approx. 6% (local currency terms). Theory pressed ahead with structural reforms. Below plan.

Theory: In global structural reform transition period. FY2026 revenue down, profit roughly flat

• 1H revenue down on 1) dip in global wholesale sales and 2) closure of e-commerce outlet site in USA.

• Strategically tightened product lineup and concentrated our marketing focus. FY2026 same-store sales rose on strong sales of sweaters, shirts, and polo shirts.

PLST: Reported full-year revenue and profit gains

• Strong sales of men's Precious Knitwear and Precious DRY ranges that met customer needs and enhanced styling suggestions boosted EC sales and drove overall performance. Gross profit margin and SG&A improved, resulting in an improvement in the business profit margin.

CDC/PTT: Lower revenue, slightly smaller business loss. Much smaller operating loss compared to the previous year's impairment loss recording

• Concentrated store network by closing unprofitable stores as part of restructuring process. End-August store numbers down from 98 stores (FY2025) to 77 stores (FY2026).

Units: Billions of yen	Yr to Aug. 2025	Yr to Aug. 2026					
	Actual	1H Actual	y/y	2H Actual	y/y	Full Year Actual	y/y
Revenue	131.5	62.7	-7.5%	65.8	+3.3%	128.5	-2.3%
Business profit (to revenue)	2.6 2.0%	-0.7 -	- -	3.5 5.4%	+134.6% +3.0p	2.8 2.2%	+6.8% +0.2p
Other income, expenses	-3.6	0.5	-	1.0	-	1.6	-
Operating profit (to revenue)	-0.9 -	-0.1 -	- -	4.6 7.0%	- -	4.4 3.5%	- -

Exclude forex impact:
Down approx. 6% in
local currency terms

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

Group: Balance Sheet (End August 2026)

Units: Billions of yen	End Aug. 2025	End Aug. 2026	Change
Total Assets	3,859.3	4,549.4	+690.1
Current Assets	2,527.8	3,020.3	+492.5
Non-Current Assets	1,331.5	1,529.1	+197.5
Total Liabilities	1,531.8	1,637.3	+105.4
Total Equity	2,327.5	2,912.1	+584.6

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

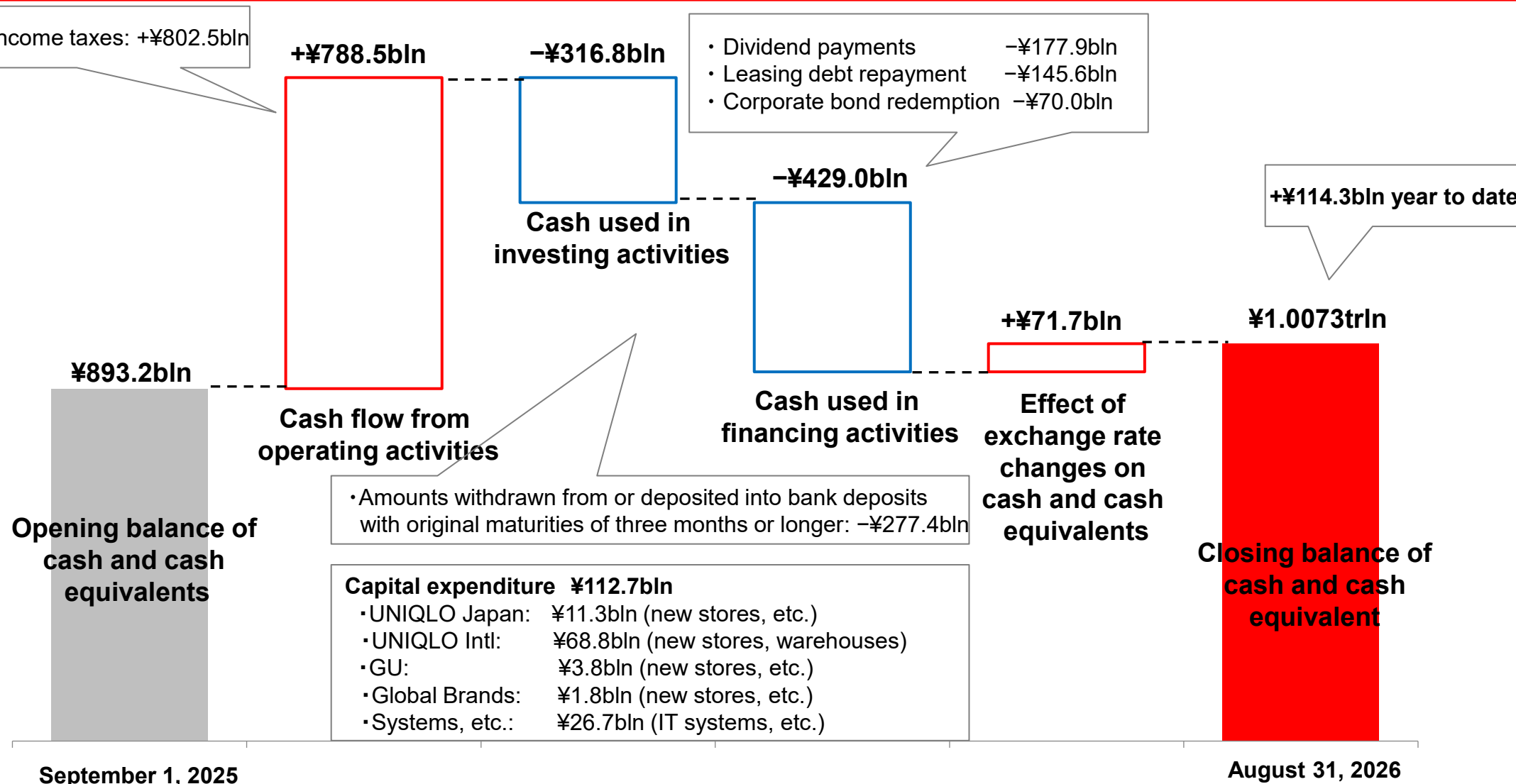
Total assets: +¥690.1bln (¥3.8593trln→¥4.5494trln)

- Cash, cash equivalents, and other financial assets: +¥411.5bln (¥2.1053trln ⇒ ¥2.5169trln)
Due to increased operating cash flows primarily from UNIQLO operations.
- Property, plant and equipment and right-of-use assets: +¥109.6bln (¥809.4bln ⇒ ¥919.1bln)
Due primarily to proactive growth investment in new store openings and automated warehouses designed to help expand overall operations.
- Inventory assets: +¥106.2bln (¥510.9bln ⇒ ¥617.2bln)
 - ✓ UNIQLO Intl.: +¥88.2bln. Increased as operations expanded
 - ✓ UNIQLO Japan: +¥14.6bln. Mainly inventory of Summer items rose, but most stock is of core items so plan to sell through FY2027
 - ✓ GU: +¥1.2bln, Global Brands: +¥2.1bln

Total liabilities: +¥105.4bln (¥1.5318trln→ ¥1.6373trln)

- Accounts payable and other short-term liabilities: +¥91.0bln (¥390.1bln ⇒ ¥481.2bln)
Increased purchases as operations grew.
- Lease liabilities (short and long term): +¥74.8bln (¥513.5bln⇒¥588.3bln)
Active investment in new stores, automated warehouses

Group: FY2026 Cash Flow



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

Group: FY2027 Estimates

Expect record performance, driven by large revenue and profit gains

- Expect to record ¥50.0bln under finance income net of costs. Expect to achieve 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=160.0JPY.

Units: Billions of yen	Yr to Aug.2026	Yr to Aug.2027	
	Actual	Estimates (as of Oct.8)	y/y
Revenue	3,963.3	4,450.0	+12.3%
Business profit (to revenue)	718.4 18.1%	830.0 18.7%	+15.5% +0.6p
Other income, expenses	24.6	-	-
Operating profit (to revenue)	743.1 18.7%	830.0 18.7%	+11.7% -
Finance income, costs	59.3	50.0	-15.8%
Profit before income taxes (to revenue)	802.5 20.2%	880.0 19.8%	+9.7% -0.4p
Profit attributable to owners of the parent (to revenue)	542.5 13.7%	560.0 12.6%	+3.2% -1.1p

UNIQLO Intl.: Expect double-digit 1H, 2H, FY2027 revenue/profit growth

- Expect slightly improved full-year business profit margins

Greater China region:

- Expect higher 1H revenue and profit. Expect 2H, FY2027 revenue rise and double-digit profit growth.
 - ✓ Mainland China market: Expect continued structural reforms to generate a full-year revenue rise, double-digit profit growth, and higher business profit margin
 - Expect 1H revenue and profit to rise. Gross profit margin set to rise on improved discounting rate
 - SG&A ratio to rise slightly mainly on higher personnel cost ratios associated with bonus increases
 - Expect 2H revenue rise and double-digit profit growth. Gross profit margin, SG&A ratio to improve
 - ✓ Hong Kong, Taiwan markets: Expect revenue rise and double-digit profit growth in 1H, 2H, and FY2027

South Korea and the Southeast Asia, India and Australia region:

- Expect double-digit 1H, 2H, FY2027 revenue and profit growth.
- Expect FY2027 gross profit margin to dip slightly on rising cost of sales ratio as several local currencies weaken against the U.S. dollar.
- FY2027 business profit margin to hold steady. SG&A ratio to improve on lower fixed cost ratios associated with expanding sales, and more efficient store operations, advertising and promotion expenses.

UNIQLO Intl.: Expect double-digit 1H, 2H, FY2027 revenue/profit growth

North America:

- Expect double-digit revenue and profit growth in 1H, 2H, and FY2027 and a slight improvement in business profit margin.
- FY2027 gross profit margin forecast to remain roughly steady at previous year's level.
- FY2027 SG&A ratio predicted to fall slightly, as sales growth improves fixed cost ratios, and productivity per person hour rises.

Europe:

- Expect double-digit revenue and profit growth in 1H, 2H, and FY2027 and a higher business profit margin.
- FY2027 gross profit margin forecast to fall slightly as soaring transportation costs increase cost of sales ratio.
- FY2027 SG&A ratio expected to improve as expanding sales improve fixed cost ratios, and the distribution cost ratio also improves.

FY2027 Estimates by Group Operation (3)

UNIQLO Japan: Expect revenue rise, flat business profit in 1H, 2H, FY2027

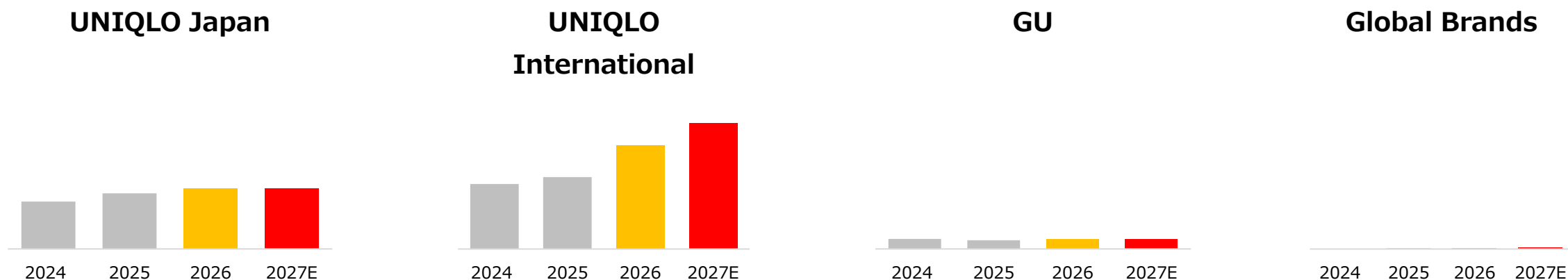
- Same-store sales expected rise by approx. 2% y/y in FY2027.
- Gross profit margin forecast to fall slightly in 1H and 2H. While we will strive to improve discounting rates, a significant impact is expected from the rise in the cost of sales ratio associated with weaker yen rates on forward exchange rates used for procurement purposes.
- The SG&A ratio is forecast to remain broadly steady at the previous year's level.
- Aim not only to refine independent store management, explore customer needs more deeply, and increase existing customer satisfaction, but also to secure new customers.
At the same time, while costs are likely to increase due to the weaker yen, we will aim to secure a similar level of profit to FY2026 by strengthening efforts to ensure appropriate inventory management and reforming earnings structures.

FY2027 Estimates by Group Operation (4)

GU: Expect revenue rise and a business profit gain in 1H, 2H, FY2027

- GU is renewing all its products from FY2026 and embodying its brand concept of low-priced fashion fun in its products, stores, and e-commerce operations.
- Sales falling short of plan because we had not fully conveyed the new GU to customers as of September 2026. Plan to recover ground by building appealing store displays and further enhancing marketing ahead of the main Fall Winter shopping season in October and November.
- FY2027 business profit margin expected to contract on an anticipated decline in the gross profit margin caused by weaker yen exchange rates used for procurement purposes. Plan to improve discounting ratio by improving the accuracy of our product plans.
- FY2027 SG&A ratio expected to improve as expanding sales improve fixed costs ratios, productivity per person hour rises, and inventory and transportation efficiency increases.

■ Full-year Business Profit Trend by Segment



Global Brands: Expect revenue and profit gains in 1H, 2H, FY2027

Theory:

- Expect higher full-year revenue and profit.
- Plan to strengthen global structural reforms of products, sale floors, branding, and marketing.
- Plan to strategically market mainly core products by tightening the number of products on offer and strengthening marketing activities that convey product value. Meanwhile, we will improve the accuracy of our sales plan and SKU management and increase customer satisfaction.

PLST:

- Predict full-year revenue and profit increases. We will focus on popular materials, launching products in stores and online, enhancing information communication, and expanding sales of bottoms and men's products.

Comptoir des Cotonniers/Princesse tam.tam:

- Expect FY2027 revenue to rise and losses to contract slightly. Aim to expand sales by focusing inventory and marketing on strategically promoted items, while also transforming sales floors and enhancing branding.

FY2027 Dividend Estimates

Scheduled FY2026 dividend: ¥850

Expected FY2027 dividend: ¥900

- Will prioritize medium- to long-term operational growth and actively invest in future growth areas including the opening of flagship stores in markets worldwide, supply chains, talent development, and digitalization.
- Over the past few years, our ability to generate stable cash flows has improved as UNIQLO International performance in the USA, Europe, and elsewhere expanded and we established diverse earnings pillars. Even if we conduct aggressive growth investments, we can still secure sufficient funds.
- We have entered a new stage where we can increase the dividend payout ratio to shareholders to approximately 50%, and pay high shareholder returns while prioritizing strong growth.
- Going forward, we will optimize the balance between medium- to long-term operational growth and shareholder returns, while consistently achieving a level of ROE that amply outstrips capital costs.

	Dividend per share		
	Interim	Yr-end	Annual
Year to Aug. 2025	240 yen	260 yen	500 yen
Year to Aug. 2026 (E) (as of Jul.9)	320 yen	320 yen	640 yen
Year to Aug. 2026 (revised E) (as of Oct.8) *1	320 yen	530 yen	850 yen
Year to Aug. 2027 (E) (as of Oct.9) *2	450 yen	450 yen	900 yen
y/y	+130 yen	-80 yen	+50 yen

*1 The final decision on the FY2026 year-end dividend will be made at the board meeting scheduled to be held on November 5, 2026.

*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	FY2025 Yr-end	FY2026 4Q Result (Sep. - Aug.)				FY2027 Estimates (Sep. - Aug.)			
		Open	Close	Change	End Aug.	Open	Close	Change	End Aug.
UNIQLO Operations	2,519	115	135	-20	2,499	125	90	+35	2,534
UNIQLO Japan*	794	22	34	-12	782	20	20	0	782
Own stores	784	22	34	-12	772	-	-	-	-
Franchise stores	10	0	0	0	10	-	-	-	-
UNIQLO International	1,725	93	101	-8	1,717	105	70	+35	1,752
Greater China	1,008	24	74	-50	958	30	-	-	-
Mainland China	902	20	71	-51	851	-	-	-	-
Hong Kong	35	0	0	0	35	-	-	-	-
Taiwan	71	4	3	+1	72	-	-	-	-
Korea	132	13	16	-3	129	10	-	-	-
S/SE Asia & Oceania	397	23	9	+14	411	30	-	-	-
Singapore	29	1	1	0	29	-	-	-	-
Malaysia	59	2	1	+1	60	-	-	-	-
Thailand	70	4	1	+3	73	-	-	-	-
The Philippines	77	6	3	+3	80	-	-	-	-
Indonesia	77	3	3	0	77	-	-	-	-
Australia	40	0	0	0	40	-	-	-	-
Vietnam	29	3	0	+3	32	-	-	-	-
India	16	4	0	+4	20	-	-	-	-

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

(continued on next slide)

* Includes franchise stores

Reference: Group Company Store Numbers (2)

Units: Stores		FY2025 Yr-end	FY2026 4Q Result (Sep. - Aug.)				FY2027 Estimates (Sep. - Aug.)					
			Open	Close	Change	End Aug.	Open	Close	Change	End Aug.		
	UNIQLO International											
	North America	106	20	2	+18	124	20	-	-	-		
		USA	75	13	2	+11	86	-	-	-	-	
		Canada	31	7	0	+7	38	-	-	-	-	
	Europe	82	13	0	+13	95	15	-	-	-	-	
		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	21	-5	481	25	16	+9	490
		Global Brands		565	22	57	-35	530	25	34	-9	521
Theory*		426	16	29	-13	413	-	-	-	-		
PLST		41	5	6	-1	40	-	-	-	-		
CDC/PTT*		98	1	22	-21	77	-	-	-	-		
Total		3,570	153	213	-60	3,510	175	140	+35	3,545		

Note 1: 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
FY 2025	Full-year 12-month average	148.7	162.9	193.9	20.6	10.6
FY 2026	Full-year 12-month average	156.2	181.8	209.3	22.5	10.7
FY 2027	(E) Full-year 12-month average	156.2	181.8	209.3	22.5	10.7

Exchange rates Used on Balance Sheet

unit : yen		1USD	1EUR	1GBP	1RMB	100KRW
FY 2025	Term end exchange rate	146.9	171.4	198.5	20.6	10.6
FY 2026	Term end exchange rate	160.0	185.5	216.7	23.8	11.6
FY 2027	(E) Term and exchange rate	160.0	185.5	216.7	23.8	11.6

Reference: Capex, Depreciation

Capex and Depreciation

Units: Billions of yen		Capex						Depreciation
		UNIQLO Japan	UNIQLO Intl.	GU	Global Brands	Systems, etc	Total	
FY2025	Full-year 12 months	15.1	120.0	7.7	1.4	27.4	171.9	216.4
FY2026	Full-year 12 months	11.3	68.8	3.8	1.8	26.7	112.7	237.2
FY2027 (E)	Full-year 12 months	12.0	87.4	4.0	1.7	28.2	133.4	240.0