

## FAST RETAILING WAY <FR Group Corporate Philosophy>

### Corporate Statement

**Changing clothes. Changing conventional wisdom. Change the world.**

### The FAST RETAILING Group Mission

To create truly great clothing with new and unique value, and to enable people all over the world to experience the joy, happiness and satisfaction of wearing such great clothes

To enrich people's lives through our unique corporate activities, and to seek to grow and develop our company in unity with society

### Our Values

Approaching issues from the customer perspective

Embracing innovation & challenge

Respecting and supporting individuals to foster both corporate and personal growth

Committing to ethical standards and correctness

### Our Principles

Inspired by the FAST RETAILING Group Mission and Our Values, we will:

Do everything possible for our customers

Pursue excellence and aim for the highest possible level of achievement

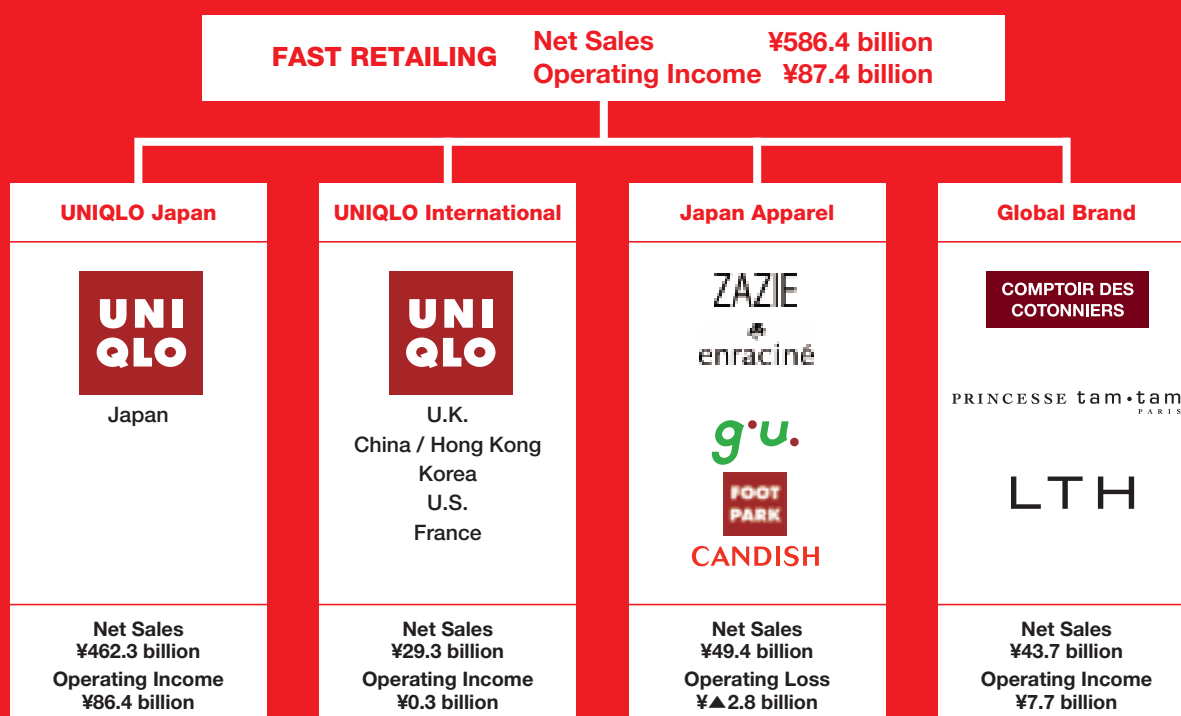
Achieve strong results through the promotion of diversity and teamwork

Move speedily and decisively in everything we do

Conduct business in a very real way based on the current marketplace, products and facts

Act as global citizens with ethics and integrity

### Group Net Sales and Operating Income by Business in Fiscal 2008



In addition to the figures above, consolidated net sales include ¥1.5 billion in revenues from commercial facilities. Sales of companies accounted for by the equity method (including LINK THEORY HOLDINGS and others) are not included in these sales figures. Group operating income includes the operating income of FAST RETAILING and ¥5.3 billion in amortization of goodwill.

## Highlights of the Year Ended August 31, 2008

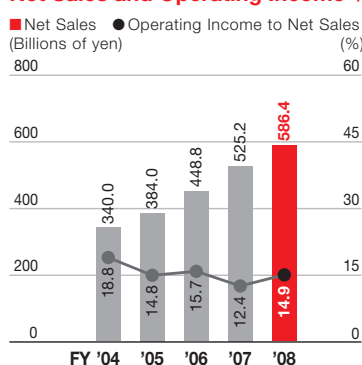
- **Consolidated results:** Net sales rose 11.7%, to ¥586.4 billion; operating income increased 34.7%, to ¥87.4 billion.
- **UNIQLO Japan:** Major breakthroughs with 20 million HEATTECH items and 3 million BRA TOP items sold.
- **UNIQLO Japan:** Opened 22 large-format stores.
- **UNIQLO Japan:** Promoted All-Product Recycling campaign, and total items collected to date rose to 2.13 million.
- **UNIQLO International:** Reported first operating profits, strong performances in China, including Hong Kong, and South Korea.
- **UNIQLO International:** Opened a global flagship in London, the first store in France, on the outskirts of Paris.
- **Japan Apparel:** CABIN progressed with management reforms, focused on core brands, and returned to profitability.
- **Japan Apparel:** Merged G.U., ONEZONE, and VIEWCOMPANY to create GOV RETAILING in September 2008.
- **Dividends:** Paid annual dividends of ¥130 per share, including an interim dividend of ¥65 per share.

### FAST RETAILING CO., LTD. and consolidated subsidiaries Fiscal years ended August 31

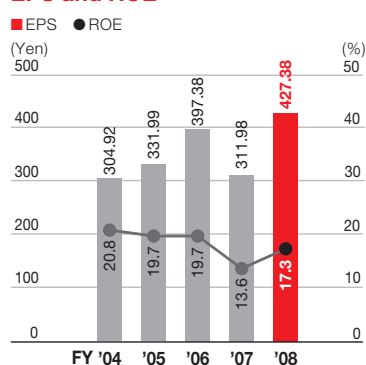
	Millions of Yen (except per share data and other data)			Thousands of U.S. Dollars
	2008	2007	2006	2008
<b>For the year:</b>				
Net sales	¥ 586,451	¥ 525,203	¥ 448,819	\$ 5,363,064
Operating income	87,493	64,963	70,355	800,119
Operating income to net sales (%)	14.9	12.4	15.7	
Net income	43,529	31,775	40,437	398,070
Free cash flow	71,915	(9,936)	15,570	657,659
ROE (%)	17.3	13.6	19.7	
<b>At year-end:</b>				
Total assets	404,720	359,770	379,655	3,701,142
Total net assets	264,014	243,283	240,480	2,414,394
Equity ratio (%)	64.7	66.7	60.1	
<b>Per share data (Yen, U.S. dollars):</b>				
Net income	427.38	311.98	397.38	3.91
Cash dividends for the full year	130.00	130.00	130.00	1.19
Net assets	2,572.09	2,357.79	2,240.77	23.52
<b>Stock information (At year-end):</b>				
Stock price (Yen, U.S. dollars)	11,130	6,790	10,950	101.78
Market value (Billions of yen, millions of U.S. dollars)	1,133	691	1,115	10,366
<b>Other data:</b>				
Total number of stores	1,961	1,828	1,632	
Number of full-time employees	8,054	6,514	3,990	

Note: Figures are calculated based on foreign exchange rates as of August 31, 2008.

#### Net Sales and Operating Income %



#### EPS and ROE



#### Dividends and Payout Ratio

