



What is so significant about the huge success of our UNIQLO Paris global flagship store? Its phenomenal success since it opened its doors in October 2009 is proof that FAST RETAILING is garnering worldwide recognition as a new, unique Japanese private label apparel retailer. Our excitement over the success we have had in Paris is akin to finally winning an Olympic gold medal after years of hard work. Success in Paris—the traditional center of fashion—is extremely significant.

A surge in activity at UNIQLO International and a strong performance by UNIQLO Japan boosted overall operating profit to a record level in the year to August 2009. Our concerted drive over the past four to five years to transform ourselves into a well-coordinated group of global companies with renewed venture spirit has now permeated our entire operation. Clearly, this has been reflected in our financial results.

To Be a True Global Retailer

The success of our Paris global flagship store illustrates that the UNIQLO brand is establishing a position that is both recognized and respected in the global market. We can now stand as equals on the battlefield with other global retailers, such as H&M, ZARA and GAP. And, just maybe, we can even emerge victorious.

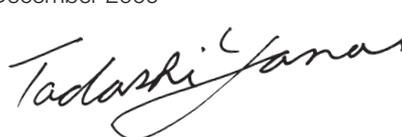
We can't stop at just one store in Paris and New York if we are to make the most of this opportunity. Rather, we need to open five stores, ten stores or even more to create an overwhelming presence stronger than any of our rivals. Of equal importance is the creation of new bases from which to disseminate information about our brands—opening flagship stores in markets with strong future potential such as Shanghai and Beijing in China.

Up until now, Europe, the United States and Japan have led the world economy. With the addition of China and other parts of Asia, Brazil, Eastern Europe and Russia, a new world economy is taking shape. With this transformation, begins the true battle in global retailing. Our challenge is to expand our company tenfold within ten years to achieve overall sales of ¥5 trillion by the year 2020.

I want the FAST RETAILING Group to ensure people around the world can experience the joy, delight and satisfaction of wearing truly great clothes. We will strive to create such clothes, paying critical attention to the high quality on which we pride ourselves.

Our ultimate aim is to become the world's leading retailer of private label apparel by developing multiple global brands based on our GLOBAL ONE system, designed to streamline our operations worldwide so that they function as a single, unified group.

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Tadashi Yanai
Chairman, President and CEO