



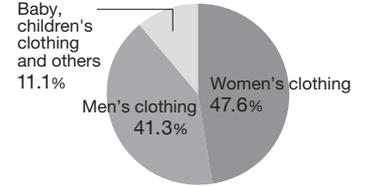
**UNIQLO Japan**

UNIQLO Japan is the nation's largest apparel retailer with a 5.5% share of the 10.7 trillion yen Japanese apparel market, and 808 stores nationwide. UNIQLO enjoyed significant rises in sales and operating income in fiscal 2010, riding an increase in product sales, including for HEATTECH, down jackets and Silky Dry innerwear. We are steadily opening large-scale, 1600-square-meter stores, with 102 large-scale stores operating at the end of fiscal 2010 and constituting approximately 20% of total sales. Moving ahead, we will focus on attracting new customers by opening large-scale stores in prime urban locations in Tokyo, Osaka, Nagoya and Fukuoka.

Breakdown of Net Sales



Sales by Product Category



**UNIQLO  
Japan**

FY2010	Billions of yen	YoY
Net sales	605.5	+12.5%
Operating income/loss	129.5	+17.0%
Store number	808 stores	+38 stores

\* Including franchise stores

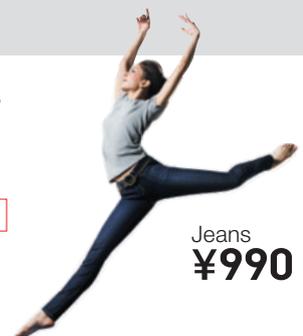
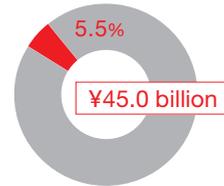
The Fast Retailing Group is a holding company with the specialty retailer UNIQLO as its mainstay operation. The Group has enjoyed strong growth by offering high-quality casual wear at low prices based on its SPA (Specialty store retailer of Private label Apparel) business model, which spans product design, manufacture, distribution and retail. The first UNIQLO store opened in 1984. In 1998, our fleece campaign sparked a UNIQLO boom across Japan. Subsequently, we weathered a period of falling sales and operating income, but quickly boosted performance by expanding our lineup of women's wear.

First venturing into international markets in 2001, UNIQLO has operations in the U.K., the U.S., China, Hong Kong, South Korea, France, Singapore, Russia and elsewhere. At the end of fiscal 2010, we had 808 stores in Japan and 136 stores overseas. Since 2005, we have diversified the operational base of the Group through acquisitions. We have purchased the operations of France-based women's fashion developer Comptoir des Cotonniers, the French lingerie brand Princesse tam.tam, Japanese footwear retailers, and women's fashion developers Cabin and Theory.



**Japan  
Apparel  
Operations**

Breakdown of Net Sales



FY2010	Billions of yen	YoY
Net sales	45.0	-12.5%
Operating income/loss	(1.5)	—
Store number	402 stores	-154 stores

\* Including franchise stores

**Gov Retailing  
g.u.**

Sales per store improved greatly and profitability rose for our low-priced g.u. brand thanks to hit 990-yen jeans, 490-yen T-shirts and other popular items. We plan to expand from the 115 stores in fiscal 2010 by 40 to 50 stores annually and open large-scale stores.

**Footwear  
CANDISH**

Our shoes business came under UNIQLO control in April 2010. Unprofitable stores were closed, concluding fiscal 2010 with 90 stores, which were then unified under Candish in September 2010.

**Cabin  
ZAZIE  
enraciné**

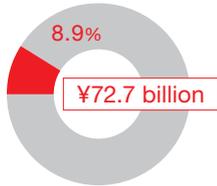
The performance of Cabin and its nationwide ZAZIE and enraciné women's fashion labels remained poor, so the firm was absorbed into Link Theory Japan in September 2010. Some stores will be transferred to PLST in fiscal 2011.



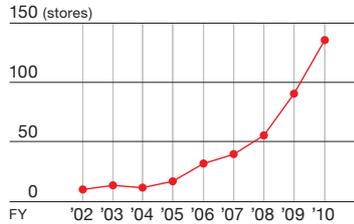
## UNIQLO International

Asia generated particularly strong growth for UNIQLO International as total sales in fiscal 2010 doubled year on year to 72.7 billion yen, although this still only accounted for a fragment of UNIQLO Japan's sales of 605.5 billion yen. Profitability in Asia is rising and we have in place a business model for profitable future expansion. The opening of global flagships in New York, London and Paris is a key part of our strategy to boost recognition of the UNIQLO brand in the U.S. and Europe. We plan to open a global flagship store on New York's world-renowned Fifth Avenue in fall 2011, and then open stores in major European cities, starting in Germany and Spain.

### Breakdown of Net Sales



### Number of Stores



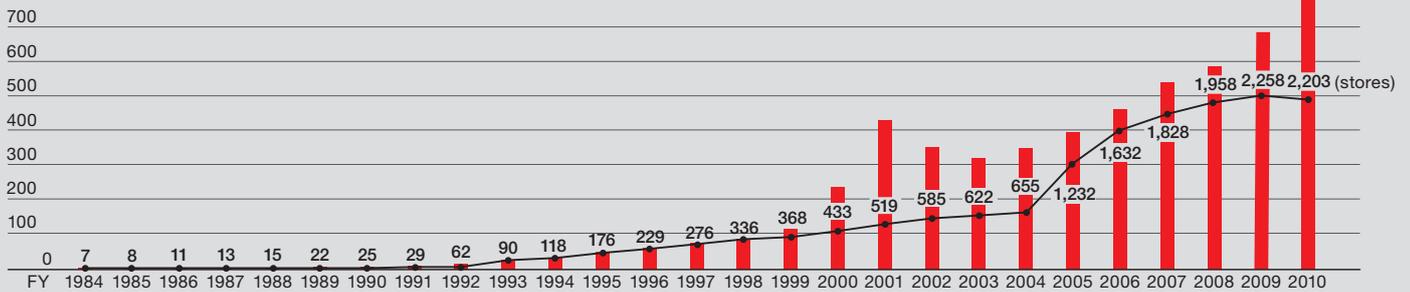
FY2010	Billions of yen	YoY
Net sales	72.7	+92.6%
Operating income/loss	6.3	+293.0%
Store number	136 stores	+44 stores

**UNIQLO International**



## Sales and Stores of Fast Retailing Group

800 (billions of yen)

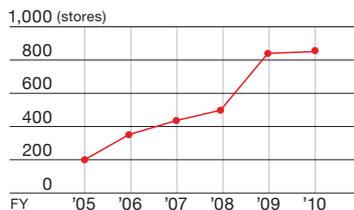


Note: On a consolidated basis from fiscal 2002.

### Breakdown of Net Sales



### Number of Stores



FY2010	Billions of yen	YoY
Net sales	89.8	+61.6%
Operating income/loss	7.4	+104.0%
Store number	857 stores	+17 stores

\* Including franchise stores

**Global Brand Operations**



### Theory

Although the post-Lehman slump tempered Link Corp.'s growth, profits at mainstay brand Theory soared in the U.S. and Japan due to the popularity of its simple, basic designs and quality materials. The 326 stores generated about 50 billion yen in sales in fiscal 2010.

### Comptoir des Cotonniers



This casual, chic French label expanded in Europe, Japan and the U.S. to reach 371 stores for fiscal 2010. Income dipped in fiscal 2009 as global conditions deteriorated, but recovered in fiscal 2010.

### Princesse tam.tam



This unique brand, known for its creative original prints and bright colors, specializes in lingerie, home wear and swimwear. The brand boasts 160 well-known department-store outlets and boutiques in France and Europe, and was sold in 40 countries in fiscal 2010.