





UNIQLO: Changing the World with Clothes of the Future

When UNIQLO opened its biggest global flagship store on New York's prestigious Fifth Avenue, I saw this as proof that we had become the most talked about fashion retailer in the world, showcasing the UNIQLO concept to people around the globe.

UNIQLO aims to create apparel MADE FOR ALL—offering the elements of style in clothes that suit your values. This UNIQLO concept is a clear departure from apparel companies that chase fashion trends. We can't win a dominant position in global markets simply by imitating other companies. We have to create clothes of the future with the potential to change the world.

With this ultimate aim in mind, we are accelerating the pace of new store openings in Asia, where UNIQLO operations enjoy continued success. Our target is for sales at UNIQLO International to overtake UNIQLO Japan in fiscal 2015. We are currently establishing the operational framework to enable effective opening of new stores and training of personnel in China, Hong Kong, South Korea and Taiwan, and within a few years we should be able to support mass store openings of between 200 and 300 new stores per year.

Naturally, I want us to become the number one retailer in the Japanese market as well. We plan to open global flagship stores in Tokyo: Ginza in March 2012 and Shinjuku in fall 2012. I intend to use global flagship stores in Japan to transform UNIQLO's brand image: UNIQLO started out as a low-price retailer and is transforming itself into a modern, urban fashion label.

In addition to UNIQLO, I also have great expectations for our g.u. brand in Japan. The opening of a new g.u. flagship store in Ginza in March 2012 should further boost performance by propelling g.u. into the spotlight as a brand offering fashion at low prices.

As we continue to develop our global operations, it is very important that people around the world understand our corporate stance. We firmly believe that corporate social responsibility (CSR) activities are a vital part of the apparel business, and Fast Retailing strives to advertise and achieve its goal of being a truly good corporate player in society. Through our social business in Bangladesh and our All-Product Recycling campaigns, we seek to contribute to society through clothes and fulfill our corporate mission: "Changing clothes. Changing conventional wisdom. Change the world."

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Tadashi Yanai
Chairman, President & CEO