

Message from the CEO



Aiming for Excellence through Globalization, Group-wide Cooperation, and Reignited Entrepreneurship

In fiscal 2013, total net sales topped one trillion yen for the first time, and we recorded a record profit. Our quest to promote globalization, strengthen overall Group management and reignite our entrepreneurial spirit has really begun to bear fruit. We are determined to keep going.

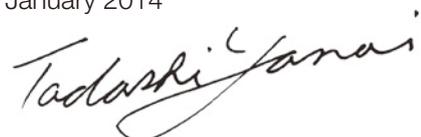
Seven of the top ten selling UNIQLO stores, and one third of all UNIQLO stores, are outside Japan. UNIQLO International is today the undisputed driver of Fast Retailing's growth. Of all the international markets, Asia and the Pacific Rim offer the greatest potential. With the rapid expansion in the middle-income population boosting consumption, these regions are expected to fuel future global economic development. UNIQLO is pursuing especially strong growth in Greater China (China, Hong Kong and Taiwan), where we are opening approximately 100 new stores each year. The United States is another promising source of growth. In fiscal 2014 we plan to open 15 new UNIQLO stores there in suburban malls; over the next few years we expect to develop a network of 100 stores in the U.S.

Buoyant growth at our low-priced GU casualwear brand has added new vigor to the Group. The opening of its first store outside Japan—in Shanghai in September 2013—marked the first step towards GU becoming a global brand. A GU survey revealed that recognition of GU as a brand that offers fun fashion at amazingly low prices has now risen to 85% in Japan. I am confident that GU will continue with its stellar expansion.

Our irrepressible entrepreneurial spirit drove the launch of a new category of clothing: LifeWear, a natural extension of sportswear and casualwear. LifeWear is high-quality, fashionable clothing designed to be every bit as comfortable as conventional basic wear. LifeWear perfectly complements and enhances daily life. UNIQLO's fleece, HEATTECH, AIRism, Ultra Light Down, and cashmere sweaters, are all LifeWear items which have contributed greatly to our dynamism and success. I believe LifeWear will give UNIQLO an unrivalled, enviable position as we expand globally.

Each new achievement strengthens our commitment to society and to the improvement of lives through our clothes. To name one example, UNIQLO is working with Grameen Bank in Bangladesh to create a local social business. This is generating significant, visible social benefits by establishing an entire clothes-making process from design through production and retail. Looking ahead, the Fast Retailing Group will continue to channel its collective strength and expertise to improve the lives of people around the world through its social business and various other CSR activities.

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