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FAST RETAILING WAY FR Group Corporate Philosophy

**CHANGING
CLOTHES.**

**CHANGING
CONVENTIONAL
WISDOM.**

**CHANGE THE
WORLD.**

FAST RETAILING

manages multiple brands worldwide, including UNIQLO, GU, Theory and Comptoir des Cotonniers, using an SPA (Specialty store retailer of Private label Apparel) business model that controls the entire process from design through manufacture and retail. UNIQLO, the Group's mainstay brand, offers high-quality, basic casualwear at reasonable prices via a network of 1,700 stores in 17 countries and regions. UNIQLO's ability to develop revolutionary products made from unique functional materials, such as HEATTECH and AIRism, has helped differentiate the brand and ensure consistent strong growth. In addition to Japan, Greater China, South Korea and Southeast Asia will drive future UNIQLO growth. GU, the Group's second pillar, is also growing rapidly as a brand offering fashion freedom and fun. Fast Retailing aims to become the world's No.1 apparel company by creating clothes and services that enrich people's lives everywhere.

