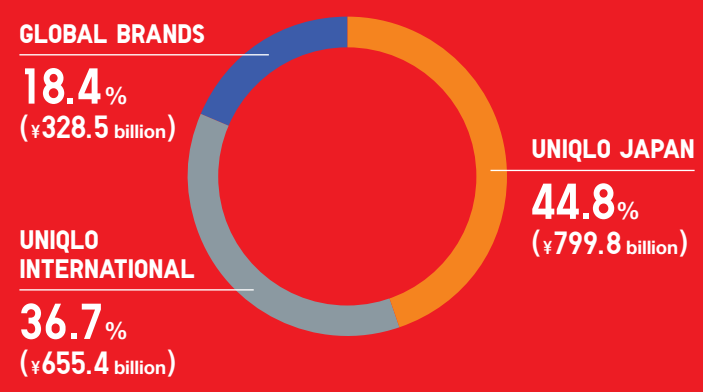


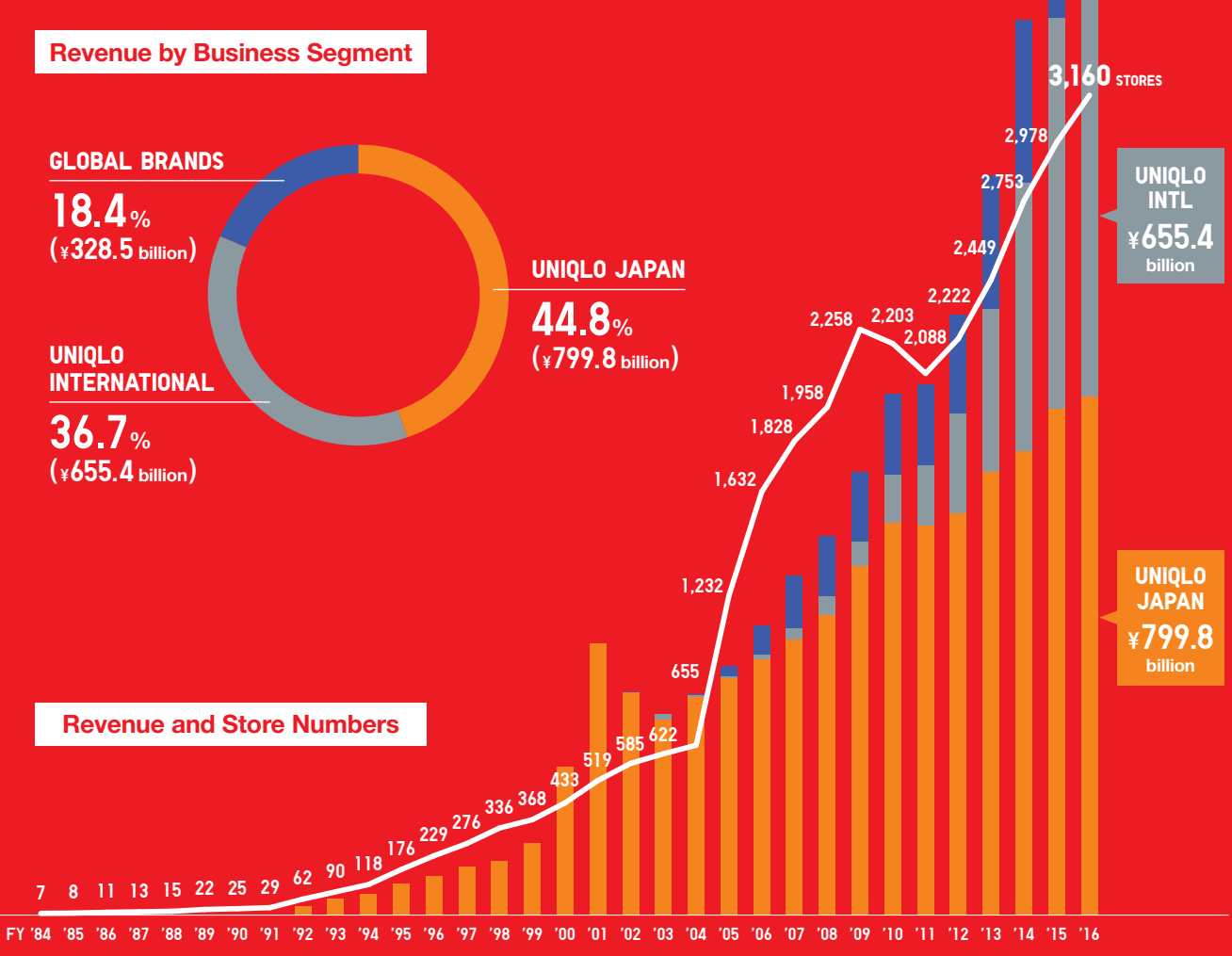
SNAPSHOT

- ▶ Revenue: ¥1.7864 trillion (+6.2% YoY), operating profit ¥127.2 billion (-22.6% YoY). Full-year profit down on warm winter in 1H, but profit recovered sharply in 2H.
- ▶ Profit attributable to owners of the parent declined sharply on foreign exchange losses resulting from the stronger yen and impairment losses at J Brand.
- ▶ GU continued strong, with revenue and profit increasing by over 30% YoY.

Revenue by Business Segment



Revenue and Store Numbers



UNIQLO JAPAN

FY2016

Revenue

¥799.8 billion

2.5%

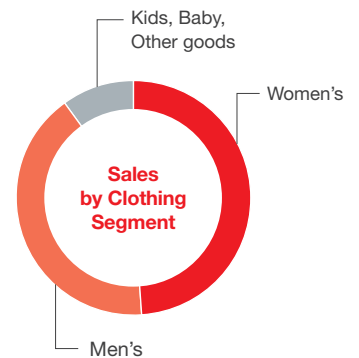
Operating profit

¥102.4 billion

12.6%

Future Outlook

- ▶ Expect continued stable growth on the back of strong expansion in online sales and stable same-store sales. We aim to expand online sales from the current 5% of total revenue to 30% going forward.
- ▶ Press ahead with easily recognizable set-price strategy. Control discounts and SG&A costs to help achieve 15% OP margin over the medium term.



UNIQLO INTERNATIONAL

FY2016

Revenue

¥655.4 billion

8.6%

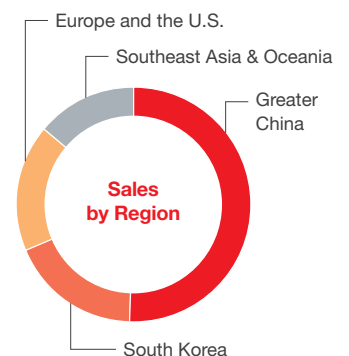
Operating profit

¥37.4 billion

13.7%

Future Outlook

- ▶ Continued strong growth with approximately 170 new stores opening each year. UNIQLO operations in Greater China, Southeast Asia and Oceania expected to be the key drivers.
- ▶ Reduce losses at UNIQLO USA by closing unprofitable locations and improving overall store operations. The first UNIQLO stores in Canada (September 2016) got off to a strong start.



GLOBAL BRANDS

FY2016

Revenue

¥328.5 billion

11.3%

Operating profit

¥9.5 billion

34.0%

Future Outlook

- ▶ GU: Open approximately 40 stores annually in Japan and other markets. Open a GU store in Hong Kong in spring 2017 to boost awareness of GU as a fast fashion brand in Asia. Target: ¥1 trillion company within 10 years.
- ▶ Theory: Expect steady growth.

