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.
UNIQLO JAPAN

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

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

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.