FY2019 BUSINESS PERFORMANCE

SNAPSHOT

- Achieved another record performance. Revenue: ¥2.2905 trillion (+7.5% YoY), operating profit: ¥257.6 billion (+9.1%), profit attributable to owners of the Parent: ¥162.5 billion (+5.0%).
- UNIQLO International revenue exceeded ¥1 trillion for the first time. Maintained a strong 13.5% operating profit margin.
- GU operating profit doubled. Profitability improved markedly on the back of strong sales, early submission of orders, and aggregate purchasing of materials.
- UNIQLO Japan operating profit dipped on the warm winter impact.

Revenue by Business Segment

GLOBAL BRANDS
- 6.6% (+¥149.9 billion)
- GU 10.4% (+¥238.7 billion)
UNIQLO INTERNATIONAL
- 44.9% (+¥1.026 trillion)

UNIQLO JAPAN
- 38.1% (+¥872.9 billion)

*GU was reported under the Global Brands business segment through FY2016. In FY2017, we began disclosing GU performance as a separate independent business segment.
UNIQLO JAPAN

**Future Outlook**

- Same-store sales to increase on strong online sales growth. Aim to create a new retail industry, seamlessly linking physical and online store operations with attractive services (in-store pickup of online purchases, more clothing sizes online, etc.).
- Pursue Ariake Project and operating profit margin of 15%. Actively transform entire supply chain to improve accuracy of demand forecasts and sales plans, facilitate timely production increases, improve distribution efficiency, and raise store efficiency with new IC tags and self-checkouts.

**UNIQLO INTERNATIONAL**

**Future Outlook**

- Having established firm brand positions, we expect Greater China and Southeast Asia & Oceania to achieve high growth and drive higher segment performance. Plan to open 100 stores in Greater China and 40 stores in Southeast Asia & Oceania annually.
- Boost UNIQLO brand visibility by encouraging LifeWear loyalty worldwide and aggressively opening stores in prime locations in major global cities. Opened first UNIQLO stores in India in October and Vietnam in December 2019.

GU

**Future Outlook**

- We intend to further enhance GU’s unique strength as a fun, low-priced fashion brand. We are aiming to expand GU’s low-priced product range by polishing our fashion garment development prowess, submitting production orders early, and pursuing more concentrated purchasing of materials.
- We intend to apply the Ariake Project to GU to help build a new supply chain that is able to swiftly identify, analyze, and reflect the latest trends in product design and volume planning.

GLOBAL BRANDS

**Future Outlook**

- We expect to see continued stable growth for the Theory brand in both the U.S. and Japan.
- We believe we can continue to grow our PLST operation as a reasonably priced brand. We intend to expand PLST by consistently opening new stores in Japan and strengthening e-commerce.
- We intend to progress structural reforms at Comptoir des Cotonniers, Princesse tam.tam, and J Brand to ameliorate the profit outlook for those brands.