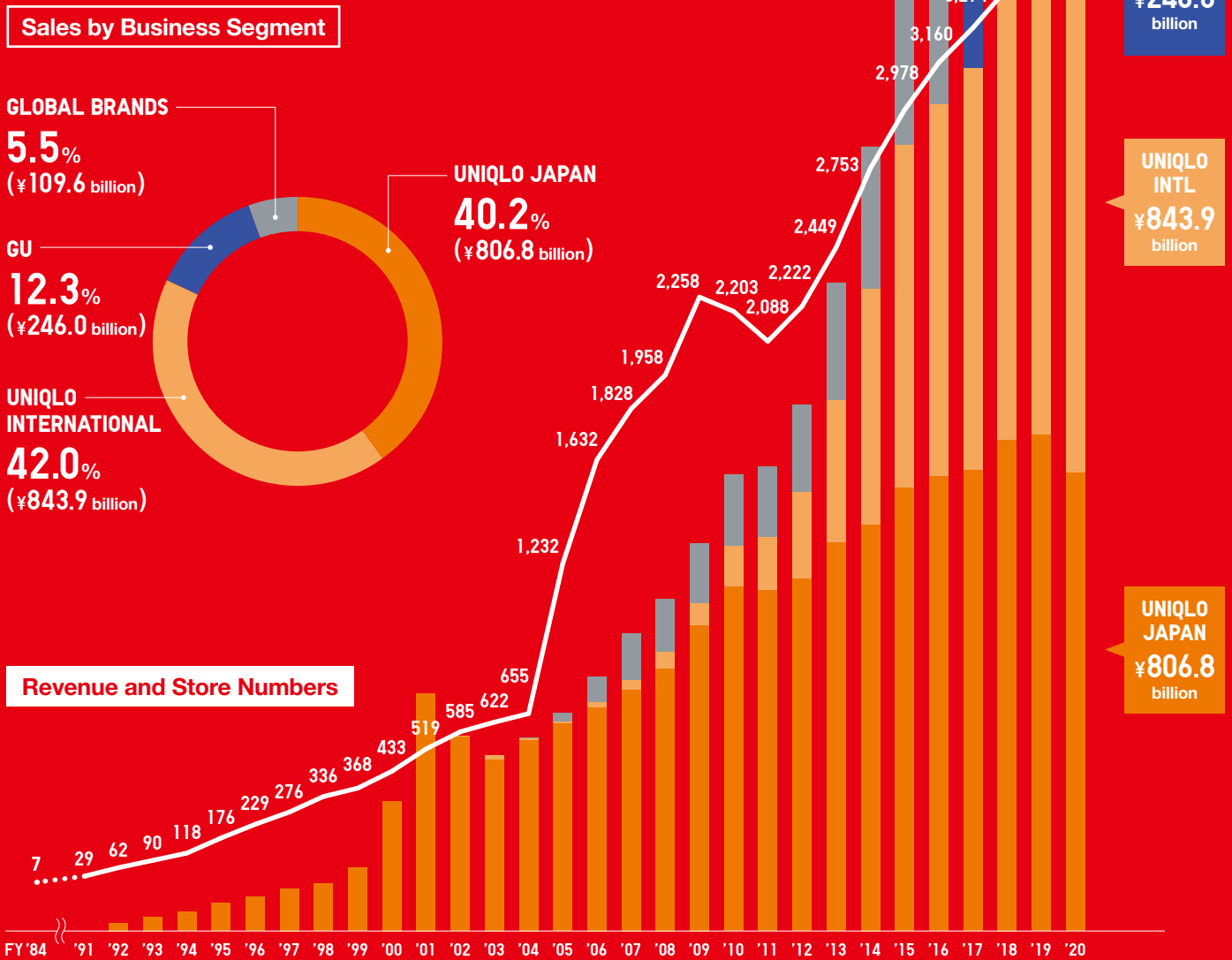


SNAPSHOT

- Consolidated revenue totaled ¥2.0088 trillion (-12.3% year on year), operating profit totaled ¥149.3 billion (-42.0%). Business greatly impacted by temporary store closures and voluntary worldwide stay-at-home practices in the face of COVID-19.
- E-commerce sales rose considerably (UNIQLO Japan rose approx. 30%, UNIQLO International rose approx. 20%, and GU rose approx. 60%).
- Sharp decline in UNIQLO International full-year revenue and profit but UNIQLO Greater China performance started to recover from June onwards.
- While UNIQLO Japan full-year revenue declined, sales recovered sharply from June, helping the segment record a full-year profit gain.
- GU revenue rose but profit fell. Strong profit rise in the first half was followed by sharp profit decline in the second half.



*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

FY2020 Results

Revenue ¥ **806.8** billion  YoY
- 7.6%

Operating profit ¥ **104.6** billion  YoY
+ 2.2%

Future Outlook

- ▶ Develop products to suit changing customer lifestyles, build more attractive shopping environments for customers, and further increase sales by expanding services that unify physical store and e-commerce operations.
- ▶ Pursue Ariake Project and 15% operating profit margin. Raise profitability: increase accuracy of demand forecasts and sales plans, minimize shortages of strong-selling items, and prevent excess inventory. Reform entire chain: timely production increases, efficient distribution and store management.

UNIQLO INTERNATIONAL

FY2020 Results

Revenue ¥ **843.9** billion  YoY
-17.7%

Operating profit ¥ **50.2** billion  YoY
-63.8%

Future Outlook

- ▶ Greater China and Southeast Asia & Oceania (Southeast Asia, India, and Australia) to continue driving segment growth thanks to extremely strong brand positioning in those markets. Plan to open 100 stores in Greater China and 40 stores in Southeast Asia & Oceania each year.
- ▶ Foster deeper empathy for our LifeWear concept by compiling product mixes that satisfy local customer needs in different parts of the world, and build a network of better-located, more profitable stores.

GU

FY2020 Results

Revenue ¥ **246.0** billion  YoY
+ 3.1%

Operating profit ¥ **21.8** billion  YoY
-22.5%

Future Outlook

- ▶ Strengthen GU's unique ability to offer fun fashion at amazingly low prices. Focus on developing mass-trend fashion products and reduce lead times by strengthening our development, concentrated buying and stockpiling of raw materials so we can expand our range of low-priced items.
- ▶ As part of the Ariake Project, we will strengthen supply-chain functions to help grasp and analyze fashion trends early and reflect them in product design and volume planning.

GLOBAL BRANDS

FY2020 Results

Revenue ¥ **109.6** billion  YoY
-26.9%

Operating profit ¥ **-12.7** billion  YoY
—%

Future Outlook

- ▶ Aim to achieve stable growth for our Theory operation by expanding product ranges that stay abreast of changing customer lifestyles.
- ▶ Seek to expand PLST operation in Japan as a reasonably-priced brand.
- ▶ Aim to improve profitability by implementing structural reforms at Comptoir des Cotonniers and Princesse tam.tam operations.