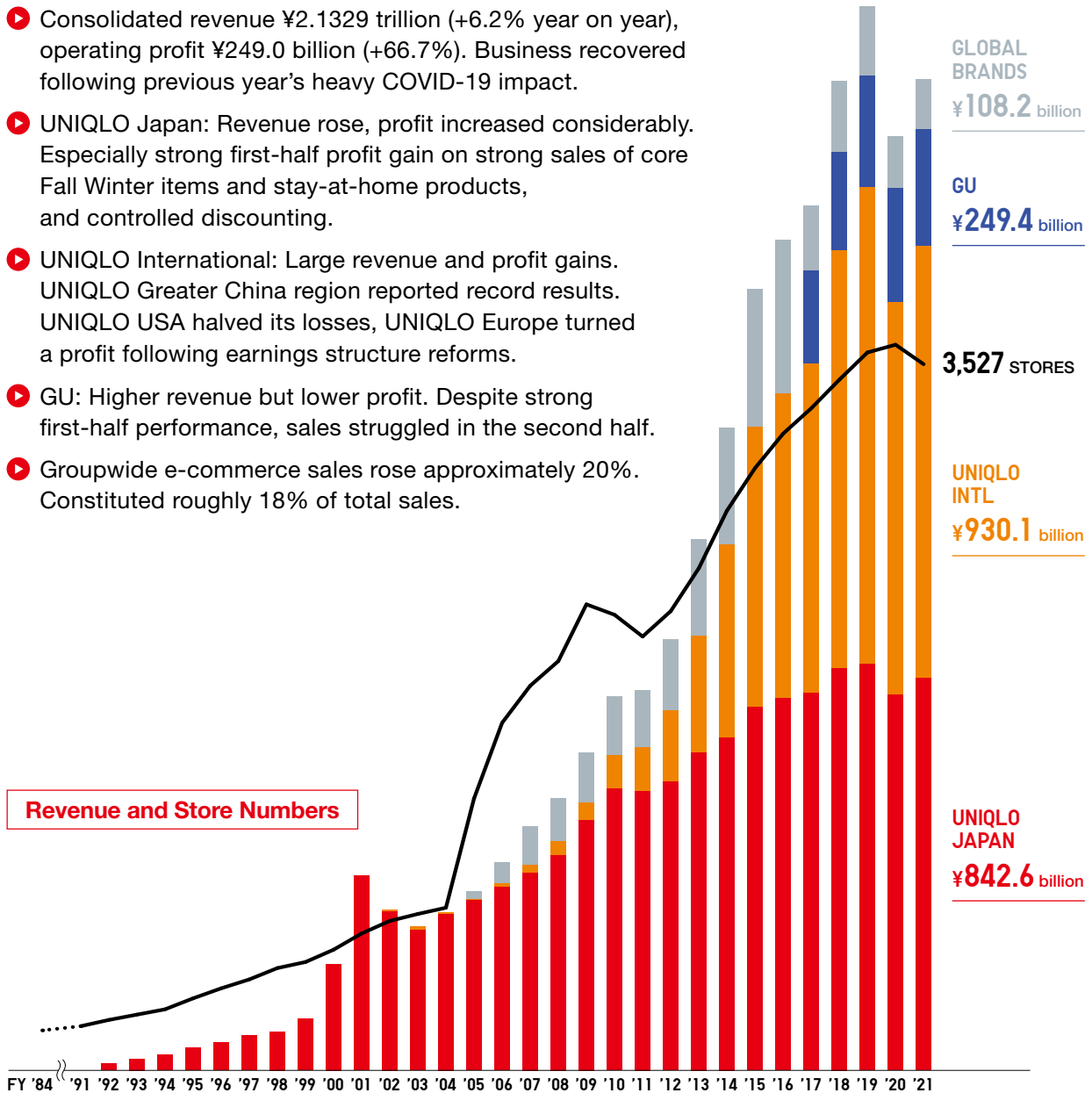


FY2021 BUSINESS PERFORMANCE

SNAPSHOT

- ▶ Consolidated revenue ¥2.1329 trillion (+6.2% year on year), operating profit ¥249.0 billion (+66.7%). Business recovered following previous year's heavy COVID-19 impact.
- ▶ UNIQLO Japan: Revenue rose, profit increased considerably. Especially strong first-half profit gain on strong sales of core Fall Winter items and stay-at-home products, and controlled discounting.
- ▶ UNIQLO International: Large revenue and profit gains. UNIQLO Greater China region reported record results. UNIQLO USA halved its losses, UNIQLO Europe turned a profit following earnings structure reforms.
- ▶ GU: Higher revenue but lower profit. Despite strong first-half performance, sales struggled in the second half.
- ▶ Groupwide e-commerce sales rose approximately 20%. Constituted roughly 18% of total sales.



*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

FY2021 Results

Revenue | ¥ **842.6** billion  YoY + 4.4%

Operating profit | ¥ **123.2** billion  YoY +17.7%

Future Outlook

- ▶ Boost growth: Develop products that suit customer needs, create new contact points by unifying physical stores and e-commerce operations, rebuild our store network to suit new lifestyles, pursue community-focused local store management.
- ▶ Progress Ariake Project to achieve stable 15% OP margin. Raise profitability: Improve demand forecasting and planning accuracy, minimize shortages of strong-selling items, restrict excess inventory. Reform supply chain: Timely production increases, more efficient distribution and store management.

UNIQLO INTERNATIONAL

FY2021 Results

Revenue | ¥ **930.1** billion  YoY + 10.2%

Operating profit | ¥ **111.2** billion  YoY +121.4%

Future Outlook

- ▶ Diversify global earnings pillars. Expect continued high growth from Greater China and Asia & Oceania regions as consistent growth drivers. Plan to continue opening 100 stores in Greater China and accelerate store openings in Asia & Oceania to 40 stores each year.
- ▶ Earnings structure reforms facilitated the right frameworks for a swift move into the black for North America and improved profitability in Europe. Aim to expand operations by ensuring product mixes satisfy local customer needs and expanding e-commerce operations.

GU

FY2021 Results

Revenue | ¥ **249.4** billion  YoY + 1.4%


Operating profit | ¥ **20.1** billion  YoY - 7.6%

Future Outlook

- ▶ Strengthen GU's unique ability to offer fun fashion at amazingly low prices. Focus on developing masstrend fashion products and reduce lead times by strengthening our development, concentrate 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

FY2021 Results

Revenue | ¥ **108.2** billion  YoY - 1.3%

Operating profit | ¥ **-1.6** billion  YoY — %

Future Outlook

- ▶ Expand Theory profits by offering a wider range of highly finished lightweight items that are also comfortable as everyday wear and reviewing the pricing of some products to make them more affordable while maintaining the same superior quality.
- ▶ Put PLST back on a firm growth track by sharpening its image as a brand offering top-quality everyday wear at reasonable prices.
- ▶ Aim to improve profitability by implementing structural reforms at Comptoir des Cottonniers and Princesse tam.tam operations.