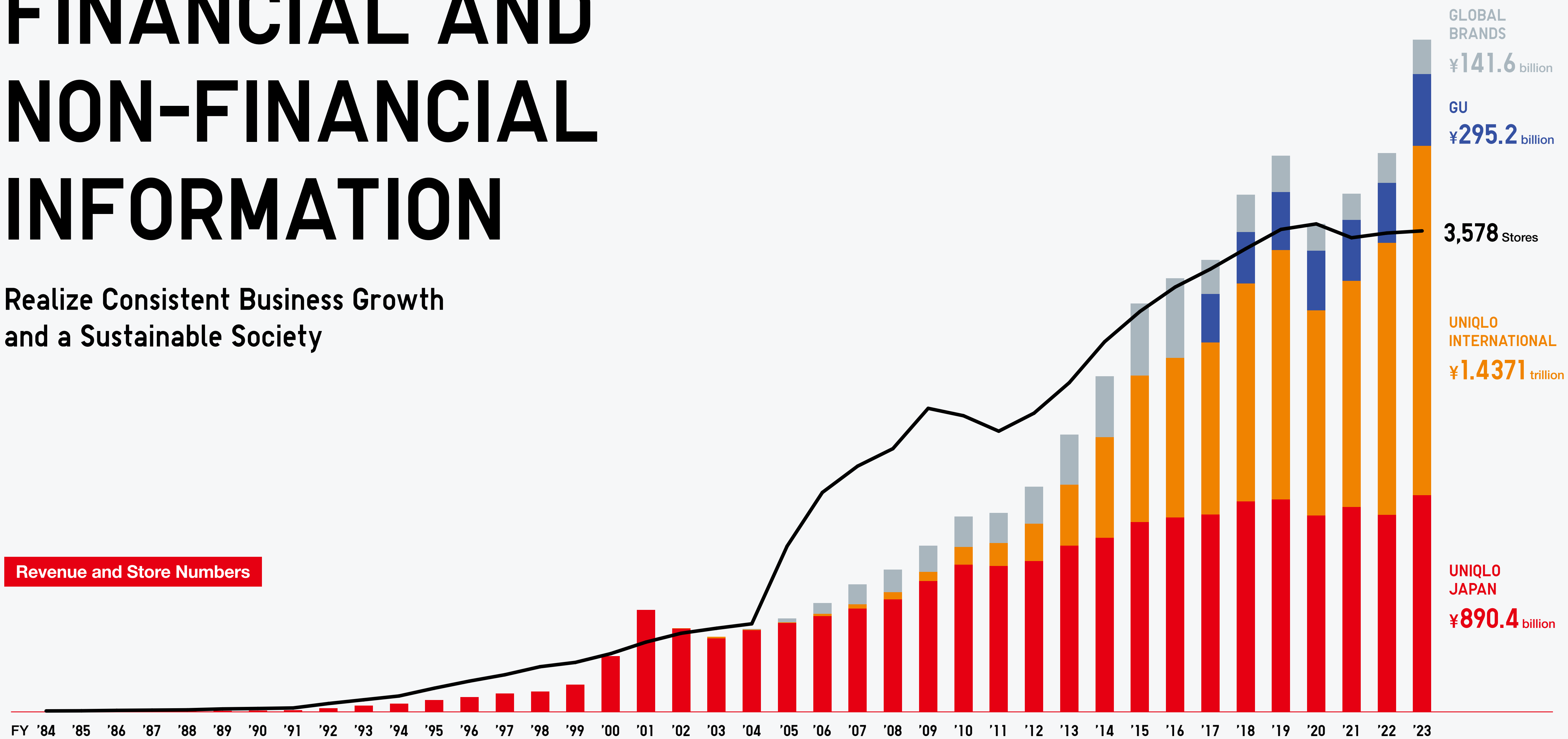
FINANCIAL AND NON-FINANCIAL INFORMATION

Realize Consistent Business Growth and a Sustainable Society

Revenue and Store Numbers



Evolving Sustainability Activities

2001
Started clothing aid for Afghan refugees

2004
Started monitoring factory working environments

2006
Launched All-product Recycling Campaign (expanded into RE.UNIQLO from 2020)

2011
Formed global partnership with UNHCR

2017
Published list of major garment factories

2021
Announced FY2030 targets and plan to transform LifeWear into a new type of industry

FY2023 PERFORMANCE HIGHLIGHTS

- New record performance. Consolidated revenue: ¥2.7665 trillion (+20.2%), operating profit: ¥381.0 billion (+28.2%).
- UNIQLO International: Significant increases in revenue and profit gains across all areas. Segment accounted for over half of total consolidated revenue for the first time. Operating profit expanded to roughly 60% of total profit.
- UNIQLO Europe, North America and Southeast Asia continued to expand their customer bases, moving into a business growth phase. UNIQLO Greater China recovered in the second half to resume its expansionary phase. Solid development of diversified earnings pillars.
- UNIQLO Japan: Revenue and profit increased. Operation provided products that met customer needs and pursued thorough low-cost management despite tough environment in the backdrop of sharply rising raw materials prices and yen weakness.
- GU: Reported significant revenue and profit gains after enhancing frameworks for developing products that satisfy mass fashion trends.

SUSTAINABILITY TARGETS

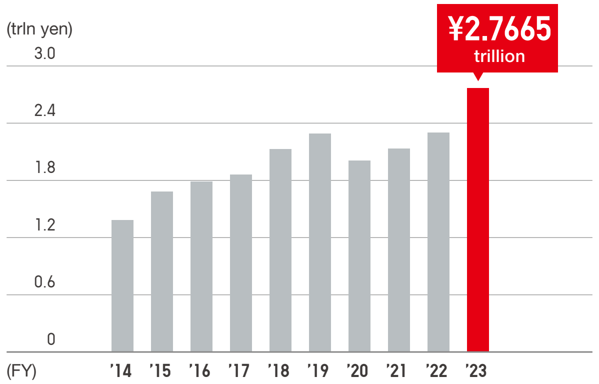
- Reduce GHG emissions at our stores and main offices by 90%. Reduce UNIQLO and GU supply chain emissions by 20% by FY2030 (vs. FY2019 levels).
- Switch 50% of all materials to recycled materials or materials with low GHG emissions by FY2030.
- Reduce waste materials to zero in the product delivery process.
- Reduce per-unit water usage by 10% at end 2025 compared to 2020 levels at major garment and materials factories (which account for 80% of the water used to make our products).
- Achieve net positive impact* on biodiversity across our value chain in the long term.
- Work to guarantee not only a minimum wage for people working in our supply chain, but also a living wage.
- Boost percentage of female managers to 50% by FY2030.

*Where positive impact on biodiversity outweighs negative impact

FINANCIAL HIGHLIGHTS

Revenue

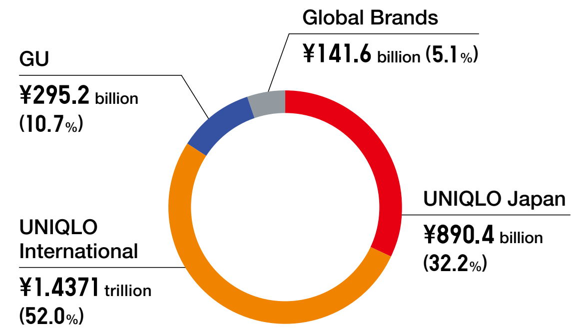
¥2.7665 trillion | +20.2%



Consolidated revenue increased considerably to a new record high of ¥2.7665 trillion (+20.2% year on year). Revenue increased across all business segments. UNIQLO International performed strongly with revenue rising considerably in all markets and expanding 28.5% to ¥1.4371 trillion.

UNIQLO International's Contribution to Revenue

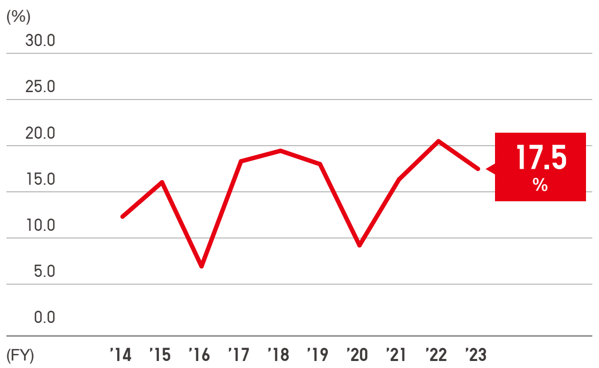
52.0% | +3.3pt



UNIQLO International's contribution to total revenue rose 3.3 points to 52.0%, exceeding 50% for the first time. Europe, North America and Southeast Asia expanded their customer bases and entered a growth phase. The Greater China region recovered in the second half to record full-year results and resumed its expansionary phase.

ROE (Ratio of Profit to Equity Attributable to Owners of the Parent)

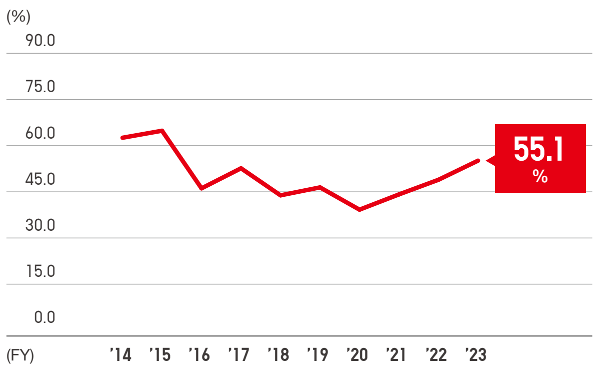
17.5% | -2.9pt



ROE (Ratio of profit to equity attributable to owners of the Parent) remained high at 17.5%. While profit attributable to owners of the Parent increased 8.4%, ROE contracted 2.9 points due to a large increase in equity attributable to owners of the Parent.

Ratio of Equity Attributable to Owners of the Parent to Total Assets

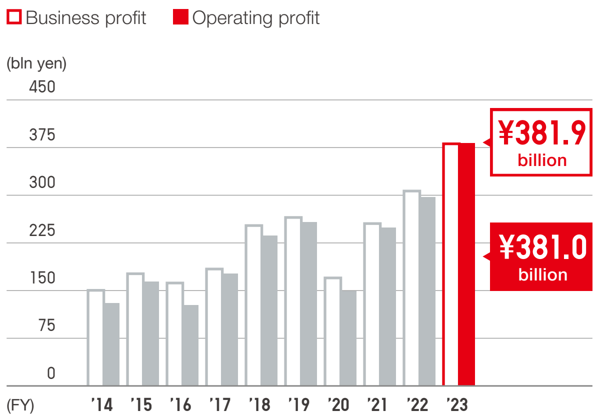
55.1% | +6.0pt



Ratio of equity attributable to owners of the Parent to total assets increased by 6.0 points to 55.1% following a ¥259.7 billion increase in equity attributable to owners of the Parent.

Operating Profit

¥381.0 billion | +28.2%

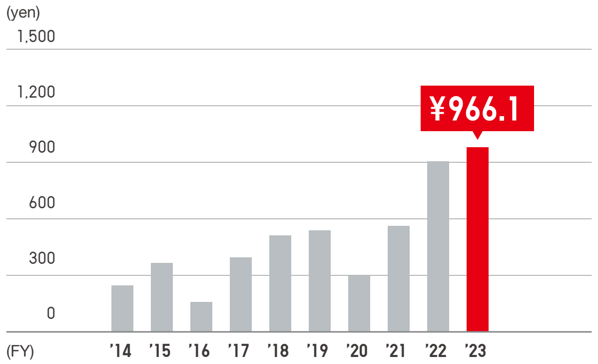


Increased considerably to a new record high of ¥381.0 billion (+28.2%). Profitability improved, with the consolidated operating profit margin increasing by 0.9 point. UNIQLO International profit rose by a particularly-strong 43.3% to ¥226.9 billion. That segment's contribution to total profit expanded to roughly 60%.

*Revenue = (Cost of Sales + SG&A expenses)

Earnings per Share

¥966.1 | +8.3%

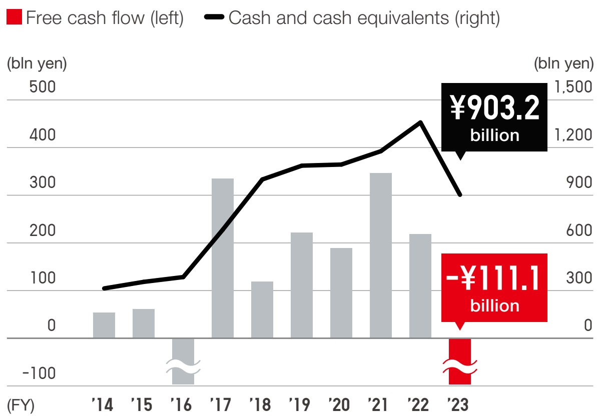


Basic earnings per share (EPS)* increased 8.3% to ¥966.1 primarily due to a sharp rise in operating profit, which resulted in an 8.4% increase in profit attributable to owners of the parent to ¥296.2 billion.

*We conducted a three-for-one split of the company's common stock effective March 1, 2023. Past EPS data have been revised accordingly.

Cash and Cash Equivalents

¥903.2 billion | -33.5%

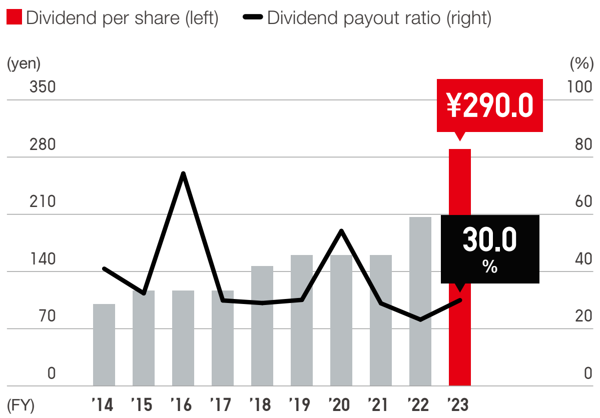


Free cash flow (FCF) stood at –¥111.1 billion. Cash used in investing activities totaled ¥574.4 billion as we moved cash into secure investments, such as investment securities and bank deposits with maturities of three months or longer. Excluding that impact, we maintained a high level of FCF at ¥365.3 billion.

*The negative FCF in FY2016 included a ¥186.5 billion investment in deposits with over three months to maturity.

Dividend per Share

¥290.0 | +¥83.3

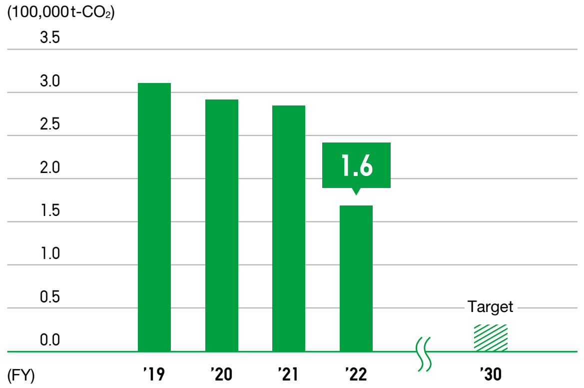


Dividend per share* increased by ¥83.3 to ¥290. The dividend payout ratio rose 6.8 points to 30.0%.

*We conducted a three-for-one split of the company's common stock effective March 1, 2023. Past dividend figures have been revised accordingly.

NON-FINANCIAL HIGHLIGHTS

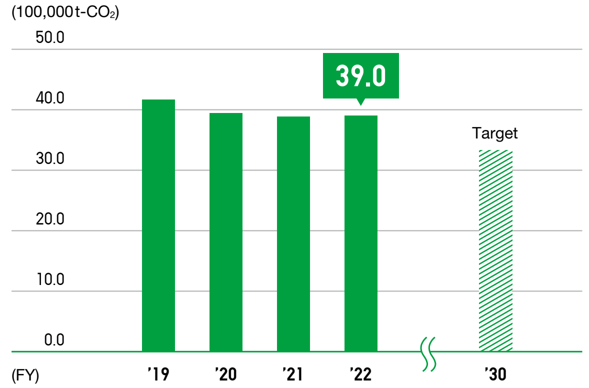
Greenhouse Gas (GHG) Emissions (Scope 1, 2)*



We aim to reduce GHG emissions derived from energy use at our main stores and offices by 90% by FY2030 (vs. FY2019). We are making steady progress, reaching a 45.7% reduction in FY2022.

*Scope 2 is calculated on a market base

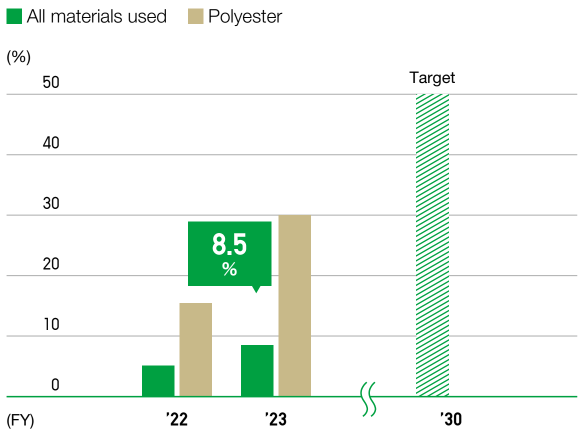
Greenhouse Gas (GHG) Emissions (Scope 3)



We aim to reduce GHG emissions* from the production of raw materials and fabrics and the sewing of UNIQLO and GU products by 20% by FY2030 (vs. FY2019). Emissions increased slightly in FY2022 due to increased production. Replacing equipment at partner factories takes time; emissions should decline once that is completed.

*Category1. Purchased goods and services, UNIQLO and GU garment factories

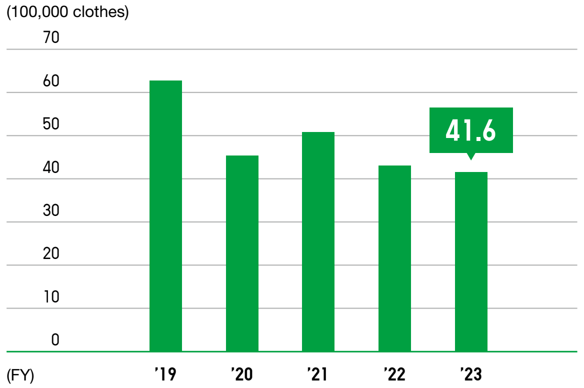
Percentage of Recycled Materials and Materials With Low GHG Emissions*



We aim to switch roughly 50% of all materials used to recycled materials and other materials with low GHG emissions by FY2030. The percentage of recycled materials rose to 8.5% in FY2023, with the ratio of recycled polyester to total polyester rising to 30.0%.

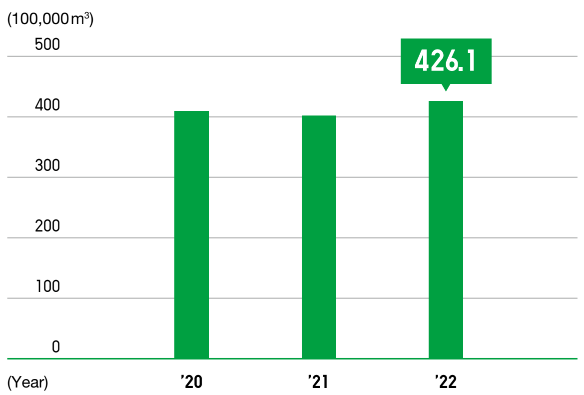
*Fast Retailing Group

Donations of Used Clothing



We donate clothes collected from customers through our product reuse and recycling activities to refugees and internally displaced persons worldwide. We donated 4.16 million items in FY2023. Donations from 2006 to August 2023 totaled 54.63 million items.

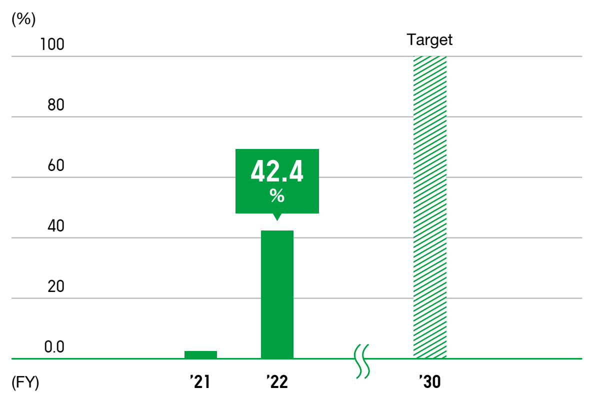
Water Usage (Supply Chain)*



We work with factories to reduce water usage. By end 2025, we aim to reduce water usage per unit by 10% (vs. 2020) at each of the major garment and materials partner factories that, in total, account for 80% of the water used to make our products. Water usage increased slightly in 2022 due to the inclusion of GU materials factories.

*Through 2021, includes only UNIQLO and GU garment factories and UNIQLO fabric mills. From 2022, includes UNIQLO and GU garment and materials factories.

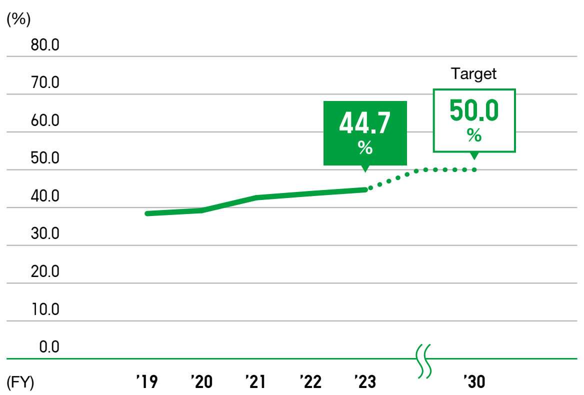
Percentage of Renewable Energy Procured to Electricity Used*



We aim to be using 100% renewable energy at all our stores and major offices worldwide by FY2030. The ratio of renewable energy to electricity used in FY2022 increased to 42.4%.

*Fast Retailing Group

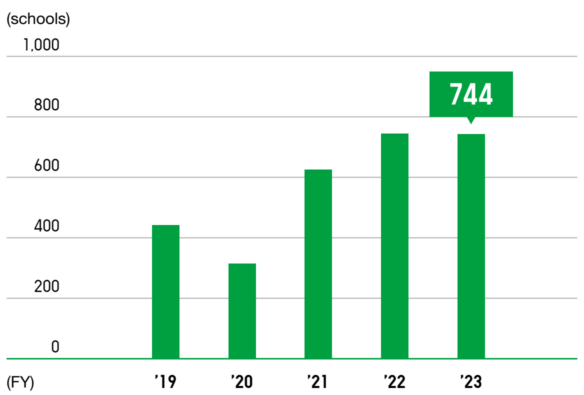
Percentage of Women in Management Positions



We aim to increase the percentage of women in management positions* to 50.0% by FY2030. The percentage steadily improved to 44.7% in FY2023. Going forward, we will strengthen our efforts by focusing on the comparatively low percentage in Japan.

*Management positions refer to block leaders and area managers in the sales department; store managers of a certain grade and above; and HQ executive officers, directors, and managers.

The Power of Clothing Project: Participating Schools



The Power of Clothing Project is a participatory learning program for elementary, junior high, and high school students run with UNHCR. After attending classes with our employees, students organize kids' clothing collections in their schools and communities. Collected items are donated to refugees and other people in need of clothes. 744 schools participated in FY2023.

Diversifying Pillar Earnings to Propel True Growth Phase. Becoming Global No. 1

Takeshi Okazaki

Director
Group Senior Executive Officer and CFO
Fast Retailing Co., Ltd.

Business Performance Review and Outlook

Fast Retailing achieved strong revenue and profit gains in FY2023, with revenue totaling ¥2.7665 trillion (+20.2% year on year) and operating profit totaling ¥381.0 billion (+28.2%). UNIQLO International reported especially strong revenue and profit gains in all markets, with the segment's contribution to consolidated revenue surpassing 50% for the first time and its operating profit rising to approximately 60% of the consolidated total. This represents a clear diversification of earnings pillars. Profit before income taxes totaled ¥437.9 billion (+5.9%) and profit attributable to owners of the Parent totaled ¥296.2 billion (+8.4%), which represented a record result for a third consecutive year.

UNIQLO International reported a record performance, generating revenue of ¥1.4371 trillion (+28.5%) and operating profit of ¥226.9 billion (+43.3%). Revenue and profit rose strongly especially in North America, Europe and the Southeast Asia, India & Australia region, where customer affinity for LifeWear deepened, and customer bases expanded, as these regions moved into a growth phase. UNIQLO Greater China reported significantly higher full-year revenue and profit. While first-half sales struggled due to COVID-19 restrictions, ongoing active investment in branding, product marketing, human resources, and stronger sales frameworks started to bear fruit, generating significantly higher revenue and profit in the second half once consumption recovered. Meanwhile, UNIQLO Japan revenue totaled ¥890.4 billion (+9.9%) and operating profit ¥117.8 billion (+9.2%). Despite sharply rising raw material prices and a weaker yen, UNIQLO Japan boosted revenue and profit by successfully providing products that suited customer needs and thorough low-cost management. GU reported significant increases in revenue and profit after strengthening its development of products that capture mass fashion trends. GU revenue totaled ¥295.2 billion (+20.0%) and operating profit ¥26.1 billion (+56.8%).

Looking ahead to FY2024, we predict consolidated revenue will exceed ¥3 trillion for the first time, driven primarily by UNIQLO International. Our FY2024 consolidated forecasts (as at January 11, 2024) include revenue of ¥3.0500 trillion (+10.2%), operating profit of ¥450.0 billion (+18.1%), profit before income taxes of ¥480.0 billion (+9.6%), and profit attributable to owners of the Parent of ¥310.0 billion (+4.6%). We forecast an annual dividend per share of ¥330 (+¥40 year on year), split equally into interim and year-end dividends of ¥165 each.

Aggressively Expanding Operations, Enhancing Management Platforms to Secure ¥5 Trillion Sales

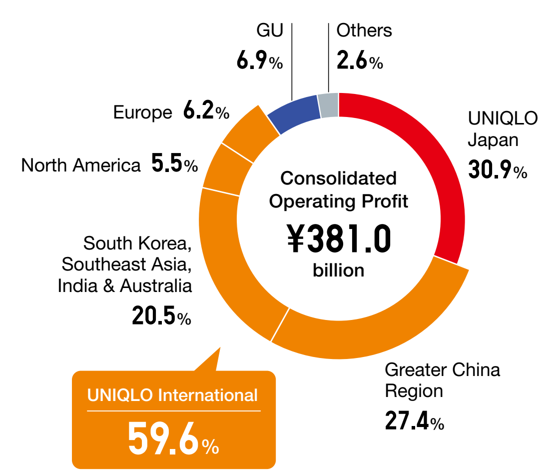
In FY2024, we will accelerate global growth through aggressive development, while also going back to basics and thoroughly implementing our business principles and strengthening management platforms to achieve our medium-term ¥5 trillion sales target. To that aim, we will focus on five priority areas: (1) Pursue optimum global product development and branding. We will do that by accurately grasping the needs of global customers and developing global hit products, while conducting strategic marketing to better convey product value. (2) Strengthen the opening of high-quality stores. We will continue to open multiple new stores, while improving store management to support expansion in every market. We will increase annual store openings to 20 in North America and 10 in Europe. We plan to open roughly 80 new stores a year in the Greater China region, but we also expect to close approximately 50 stores in FY2024. Going forward, we plan to increase sales per store and strengthen the region's operational structure by carefully selecting better-located, more profitable new stores and accelerating the closure of relatively unprofitable stores that attract fewer customers through our scrap and build policy. In the Southeast Asia, India & Australia region, we will continue to open roughly 60 new stores each year. Essentially, we plan to continue to open multiple new stores while improving the quality of new store operations to create a firm base for supporting future growth. (3) Implement management that focuses on SKU units and the needs of individual stores. In recent years, the accuracy of our numerical planning and inventory control has improved greatly as we refined demand forecasting and strengthened order control. The aim is to strengthen manufacturing frameworks for products already in stores by controlling additional production on an SKU basis and nimbly adjusting production to reflect ongoing sales. (4) Strengthen Group brands. We will utilize UNIQLO business principles and its digital consumer retail company foundation to raise the quality of brand management, building a solid global position for GU, Theory and other Group brands. (5) Transform management to operate from a global perspective. We have already ensured that each market and global headquarters remain in constant contact and promote the discovery and resolution of issues, and decision-making, from a global perspective. We will strengthen these systems to help accelerate the development of products, new purchasing experiences and services from a global perspective.

Performance by Group Operation

		FY2022			FY2023		
		Billions of yen	YoY change Billions of yen	% change	Billions of yen	YoY change Billions of yen	% change
UNIQLO Japan*1	Revenue	810.2	(32.3)	(3.8)	890.4	+80.1	+9.9
	Operating profit	107.9	—	—	117.8	+9.9	+9.2
UNIQLO International	Revenue	1,118.7	+188.6	+20.3	1,437.1	+318.3	+28.5
	Operating profit	158.3	+47.1	+42.4	226.9	+68.6	+43.3
GU	Revenue	246.0	(3.3)	(1.4)	295.2	+49.1	+20.0
	Operating profit	16.6	(3.5)	(17.4)	26.1	+9.4	+56.8
Global Brands*2	Revenue	123.1	+14.9	+13.8	141.6	+18.5	+15.0
	Operating profit	(0.7)	+0.8	—	(3.0)	(2.2)	—

*1 UNIQLO Japan FY2022 operating profit is also displayed under the revised column because figures for the Royalties Division, which used to be displayed under the UNIQLO Japan segment, were moved to the Adjustments category from FY2023. The YoY change of operating profit in FY2022 has been left blank because we have not disclosed the revised FY2021 profit figure following the reclassification.
*2 Global Brands includes Theory, PLST, Comptoir des Cotonniers, Princesse tam.tam.
Note: Consolidated revenue also includes items reported by Fast Retailing Co., Ltd., the Parent company, such as real estate leasing. Consolidated operating profit includes Fast Retailing operating profit.

Consolidated Operating Profit



Operating Profit by UNIQLO International

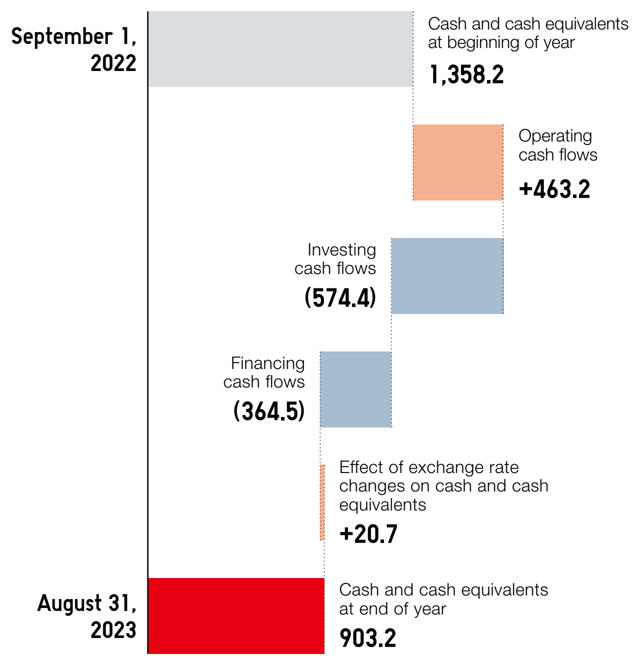
		FY2023		
		Billions of yen	YoY change Billions of yen	% change
Greater China Region	Revenue	620.2	+81.6	+15.2
	Operating profit	104.3	+20.8	+25.0
South Korea, Southeast Asia, India & Australia	Revenue	449.8	+141.8	+46.1
	Operating profit	78.2	+20.8	+36.4
North America	Revenue	163.9	+49.8	+43.7
	Operating profit	21.1	+10.1	+91.9
Europe*	Revenue	191.3	+62.9	+49.1
	Operating profit	27.3	+12.3	+82.5

*The Russia operation is not included in the results for the Europe region due to the suspension of operations in that market.

Optimizing Cash Flow for Growth Investment, Readying Liquidity and Shareholder Returns

Our financial strategy focuses on maintaining financial soundness, maximizing cash flow from business activities, and effectively utilizing that cash for securing aggressive growth investment, ready liquidity and stable shareholder returns. We try to hold three to five months' worth of monthly sales as ready liquidity to deal with unforeseen sales fluctuations given the need for working capital and future investment funds, and the nature of running a business with inherent inventory risks. Cash and cash equivalents totaled ¥903.2 billion at the end of August 2023, an appropriate level equivalent to roughly four months of our ¥3 trillion FY2024 sales target. Free cash flow (FCF) stood at minus ¥111.1 billion at the end of August 2023. Cash used in investing activities totaled ¥574.4 billion as we moved cash into secure investments, such as investment securities and bank deposits with maturities of three months or longer. Excluding that impact, FCF remained at the high level of ¥365.3 billion. We seek to pay appropriate dividends that mirror corporate performance, while also considering the operational funding required to expand future Group operations and improve earnings, and financial soundness. In FY2023, we paid a dividend of ¥290 per share with a dividend payout ratio of 30.0%.

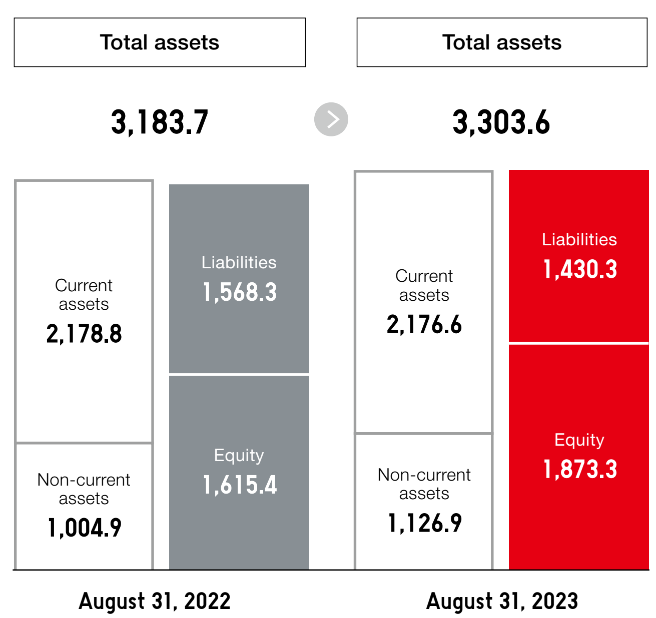
Cash Flow Information (billions of yen)



A Solid Balance Sheet to Support Aggressive Global Business

Total assets increased ¥119.9 billion to ¥3.3036 trillion at the end of August 2023 primarily due to a ¥73.7 billion increase in cash and cash equivalents and other financial assets (secure bonds and bank deposits with maturities of three months or longer) and a ¥26.6 billion increase in property, plant and equipment following greater investment in global automated warehouses and store openings. Inventory assets declined ¥36.6 billion thanks to increased sales and more accurate inventory control. Total liabilities decreased ¥138.0 billion to ¥1.4303 trillion on repayment of ¥130.0 billion of corporate bonds. Total equity increased ¥257.9 billion to ¥1.8733 trillion due to a ¥223.2 billion increase in retained earnings. Consequently, the ratio of equity attributable to owners of the Parent to total assets increased 6.0 points to 55.1%. We aim to secure a minimum ratio of equity attributable to owners of the Parent to total assets of 50% over the medium to long term because a solid financial base is essential for proactive management and future global growth. Return On Equity (ROE) decreased 2.9 points to 17.5%. We will maintain ROE between 15% and 20%.

Balance Sheet (billions of yen)



Continuing Proactive Investment to Expand Operations

We are accelerating our global store network expansion while also aggressively investing in systems to progress Ariake Project and other objectives, and to expand operations.

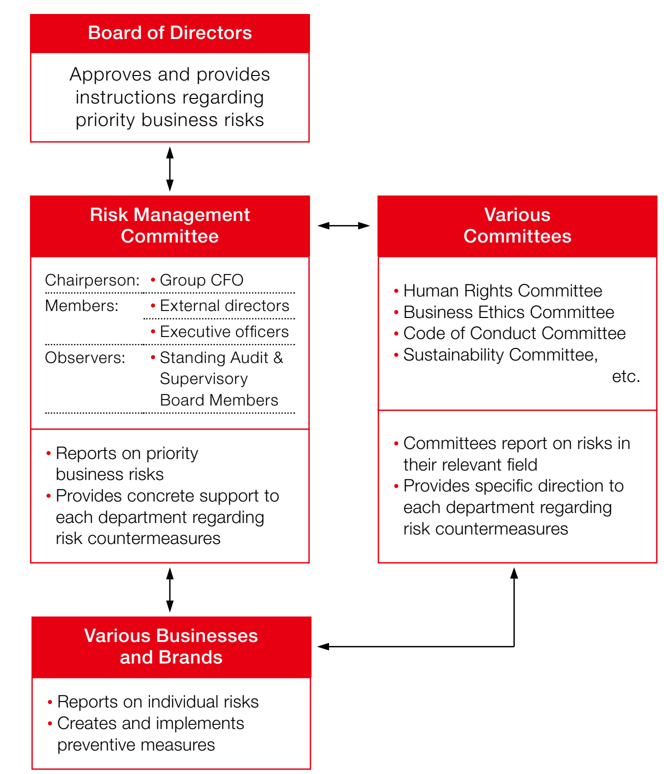
Capital expenditure increased ¥15.5 billion to ¥102.0 billion in FY2023 (UNIQLO Japan: ¥23.6 billion, UNIQLO International: ¥33.3 billion, GU: ¥8.7 billion, Global Brands: ¥1.8 billion and systems: ¥34.4 billion). In addition to new store investment, we also continued to invest in automated warehouses worldwide.

In FY2024, we expect a ¥20.7 billion decline in capital expenditure to ¥81.3 billion as investment in automated warehouses at UNIQLO Japan reaches its saturation point. Of that total, ¥47.5 billion is earmarked for planned new store investment and ¥33.8 billion for investment in automated warehouses and systems. We plan to open 180 UNIQLO International stores, 40 UNIQLO Japan stores, 37 GU stores, and 37 Global Brands stores.

Seeking Sustainable Growth, Strengthening Risk Management Systems

Anticipating unforeseen risks, such as large-scale natural disasters or the leakage of customer information, and striving to prevent or manage overt or potential risks is vital for ensuring sustainable business growth. We regularly unearth latent risks in our business activities and identify important risks, and are always working to strengthen risk management systems. The Risk Management Committee was established under the direct jurisdiction of the Board of Directors for this very purpose. The committee, which is chaired by myself as Group CFO, unifies risk management across Fast Retailing. It analyzes and assesses the impact and frequency of risks, discusses countermeasures starting with high-risks areas, and creates systems for preventing these risks from occurring or ensuring a speedy response should they eventuate. It also submits reports on significant risks to the Board and offers concrete support to departments dealing with risks. The committee met four times in FY2023 to discuss countermeasures for information security and other risks and to strengthen risk management in business activities.

Risk Management Framework



TCFD-based Disclosure

Recognizing the enormous impact of climate change on society, we are strengthening efforts to arrest rising average global temperatures and fulfil the Paris Agreement. We strive to fully understand the impact of climate-related risks on our business and to formulate and implement relevant strategies. We have disclosed information based on the TCFD framework since December 2021 and conduct annual reviews.

We are convinced that continuing to perfect our clothes creation based on our much-prized LifeWear concept is the best way to help achieve a sustainable society and promote operational growth. We strive to eliminate wasteful practices by only making and selling the products that our customers truly need, while also seeking earnestly to reduce greenhouse gases and waste and achieve environment-conscious manufacturing.

More information is available here.

FINANCIAL SUMMARY (IFRS)

FAST RETAILING CO., LTD. and consolidated subsidiaries
Fiscal years ended August 31

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 (Millions of yen)	YoY	2023 (Thousands of U.S. dollars*5)
For the year												
Revenue	¥1,382,935	¥1,681,781	¥1,786,473	¥1,861,917	¥2,130,060	¥2,290,548	¥2,008,846	¥2,132,992	¥2,301,122	**¥2,766,557**	+20.2%	**$18,920,510**
Operating profit	130,402	164,463	127,292	176,414	236,212	257,636	149,347	249,011	297,325	**381,090**	+28.2	**2,606,281**
EBITDA*1	161,210	202,221	164,089	216,102	281,267	306,112	327,195	426,922	477,600	**567,963**	+18.9	**3,884,305**
Profit before income taxes	135,470	180,676	90,237	193,398	242,678	252,447	152,868	265,872	413,584	**437,918**	+5.9	**2,994,928**
Profit attributable to owners of the Parent	74,546	110,027	48,052	119,280	154,811	162,578	90,357	169,847	273,335	**296,229**	+8.4	**2,025,919**
Net cash generated by operating activities	110,595	134,931	98,755	212,168	176,403	300,505	264,868	428,968	430,817	**463,216**	+7.5	**3,167,943**
Net cash (used in)/generated by investing activities	(56,323)	(73,145)	(245,939)	122,790	(57,180)	(78,756)	(75,981)	(82,597)	(212,226)	**(574,402)**	+170.7	**(3,928,341)**
Free cash flow*2	54,272	61,786	(147,184)	334,958	119,223	221,748	188,887	346,370	218,590	**(111,185)**	(150.9)	**(760,397)**
Net cash (used in)/generated by financing activities	(44,060)	(41,784)	201,428	(50,836)	198,217	(102,429)	(183,268)	(302,985)	(213,050)	**(364,562)**	+71.1	**(2,493,243)**
Cash and cash equivalents*3	314,049	355,212	385,431	683,802	999,697	1,086,519	1,093,531	1,177,736	1,358,292	**903,280**	(33.5)	**6,177,546**
Depreciation and amortization	30,808	37,758	36,797	39,688	45,055	48,476	177,848	177,910	180,275	**186,872**	+3.7	**1,278,024**
Capital expenditures	58,814	62,461	52,387	59,755	69,380	85,201	82,736	100,653	86,516	**102,024**	+17.9	**697,746**
At year-end												
Total assets	¥ 992,307	¥1,163,706	¥1,238,119	¥1,388,486	¥1,953,466	¥2,010,558	¥2,411,990	¥2,509,976	¥3,183,762	**¥3,303,694**	+3.8%	**$22,593,999**
Total equity	636,041	774,804	597,661	762,043	902,777	983,534	996,079	1,162,298	1,615,402	**1,873,360**	+16.0	**12,811,933**
Interest-bearing debt	37,561	38,035	283,465	281,512	544,502	513,405	484,496	382,634	371,496	**240,913**	(35.2)	**1,647,609**
Reference indices												
Operating profit margin (%)	9.4%	9.8%	7.1%	9.5%	11.1%	11.2%	7.4%	11.7%	12.9%	**13.8%**	+0.9 pts.	**13.8%**
ROE/Ratio of profit to equity attributable to owners of the Parent (%)	12.5	16.1	7.3	18.3	19.4	18.0	9.5	16.4	20.4	**17.5**	(2.9)	**17.5**
Ratio of equity attributable to owners of the Parent to total assets (%)	62.3	64.5	46.4	52.7	44.2	46.7	39.7	44.5	49.1	**55.1**	+6.0	**55.1**
Debt-equity ratio (%)	6.1	5.1	49.3	38.5	63.1	54.7	51.0	34.5	23.9	**13.3**	(10.6)	**13.3**
Dividend payout ratio (%)	41.0	32.4	74.3	29.9	29.0	30.1	54.2	28.9	23.2	**30.0**	+6.8	**30.0**
Per share data (actual yen, dollar amount)*4												
Profit attributable to owners of the Parent (EPS)	¥ 243.8	¥ 359.8	¥ 157.1	¥ 389.9	¥ 505.9	¥ 531.1	¥ 295.1	¥ 554.4	¥ 891.8	**¥ 966.1**	+8.3%	**$ 6.6**
Equity attributable to owners of the Parent	2,022.5	2,455.4	1,878.1	2,391.8	2,819.5	3,065.5	3,122.9	3,643.5	5,094.0	**5,939.3**	+16.6	**40.6**
Cash dividends	100.0	116.7	116.7	116.7	146.7	160.0	160.0	160.0	206.7	**290.0**	+40.3	**2.0**
Other data (at fiscal year-end)												
Number of shares outstanding*4	318,220,968	318,220,968	318,220,968	318,220,968	318,220,968	318,220,968	318,220,968	318,220,968	318,220,968	**318,220,968**	—	**318,220,968**
Market capitalization (¥ billion, $ million)*5	¥ 3,452.6	¥ 5,225.7	¥ 3,854.7	¥ 3,338.1	¥ 5,495.6	¥ 6,602.0	¥ 6,712.3	¥ 7,692.5	¥ 8,692.7	**¥ 10,654.0**	+22.6%	**$ 72,863**
Number of subsidiaries	112	119	120	121	130	133	134	130	128	**125**	(3)	**125**
Total number of stores	2,753	2,978	3,160	3,294	3,445	3,589	3,630	3,527	3,562	**3,578**	+16	**3,578**
Total sales floor space (m^2)*6	1,835,095	2,030,031	2,188,688	2,392,618	2,671,629	2,881,485	3,047,360	3,207,524	3,384,189	**3,432,982**	+1.4%	**3,432,982**
Number of full-time employees*7	30,448	41,646	43,639	44,424	52,839	56,523	57,727	55,589	57,576	**59,871**	+2,295	**59,871**

*1 EBITDA = Operating profit + Depreciation and amortization.
*2 Free cash flow = Net cash generated by operating activities + Net cash (used in)/generated by investing activities
*3 Cash and cash equivalents = cash and bank deposits + term deposits of less than 3 months + securities
*4 We implemented a three-for-one split of the company's common stock on March 1, 2023. Per share data and Number of shares outstanding for past fiscal years have been adjusted to reflect this stock split.
*5 Calculations are based on the closing share price of ¥33,480 at the end of August 2023 and an exchange rate of ¥146.22 to 1 USD.
*6 Total sales floor space includes only directly operated stores.
*7 The total number of employees does not include operating officers, junior employees, part-time workers, or temporary staff seconded from other companies.