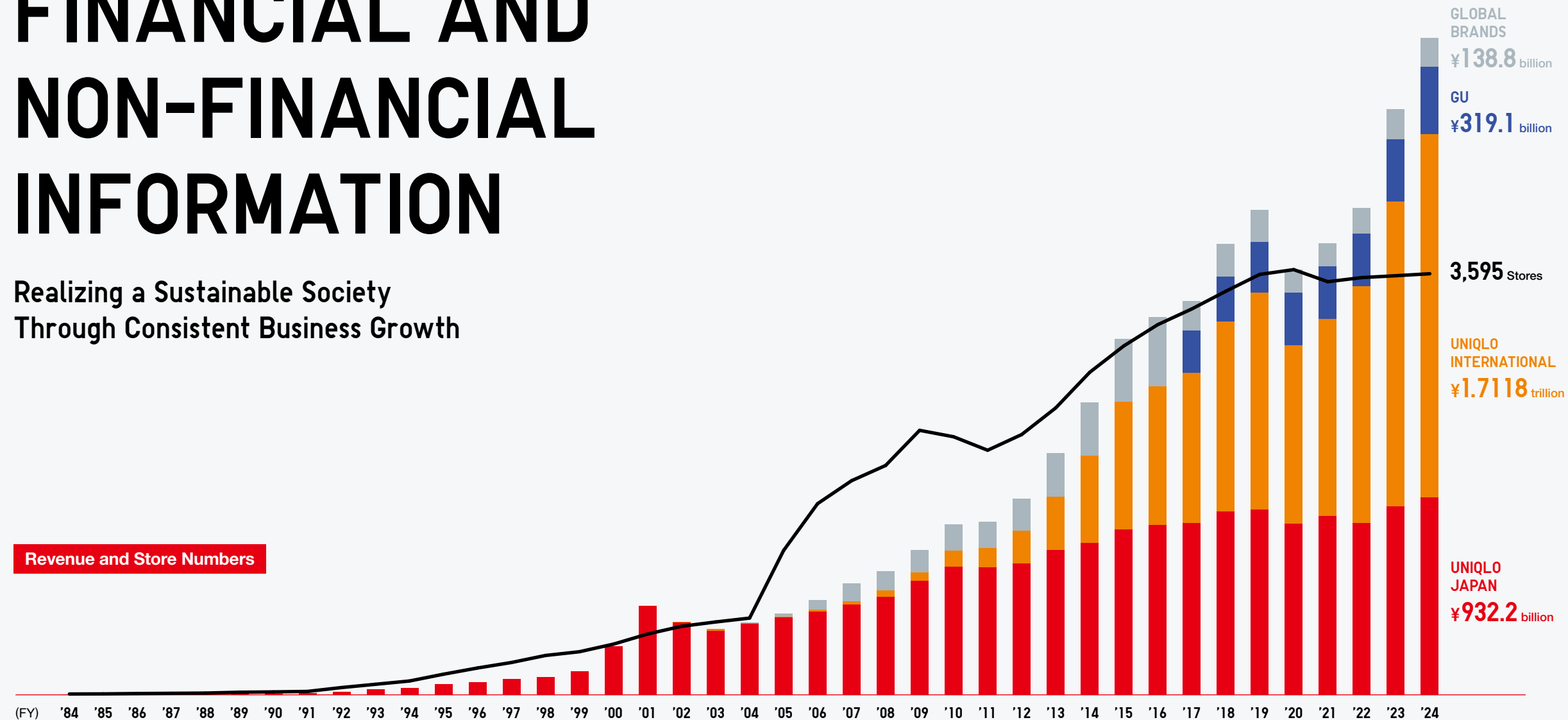


FINANCIAL AND NON-FINANCIAL INFORMATION

Realizing a Sustainable Society Through Consistent Business Growth



Evolving Sustainability Activities

2001

Started clothing aid for Afghan refugees



2004

Started monitoring factory working environments



2006

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



2011

Formed global partnership
with UNHCR



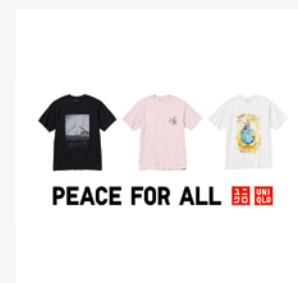
2017

Published list of
major garment factories



2022

Launched
PEACE FOR ALL project



FY2024 PERFORMANCE HIGHLIGHTS

- Record performance with revenue topping ¥3 trillion and operating profit surpassing ¥500 billion for the first time. Consolidated revenue: ¥3.1038 trillion (YoY +12.2%), operating profit: ¥500.9 billion (+31.4%).
- Accelerated diversification of earnings pillars. Established more robust global earnings structures. UNIQLO brand awareness increased globally, boosting demand among local customers and visiting tourists.
- UNIQLO Europe, North America, and Southeast Asia reported significantly higher revenue and profit figures on growing support for LifeWear.
- Greater China reported higher revenue and slightly higher profit. Second-half sales struggled. We are pursuing structural reforms to fuel a recovery in business performance.
- UNIQLO Japan: Revenue increased and profit expanded sharply. Especially strong second-half rise in revenue as we strategically maintained stock of core Summer ranges through season-end and strengthened marketing.
- Achieved operating profit margin of 15% or higher in all UNIQLO operations.
- GU: Reported higher revenue and sharp profit rise on strong sales of products that captured mass fashion trends worldwide.

SUSTAINABILITY TARGETS

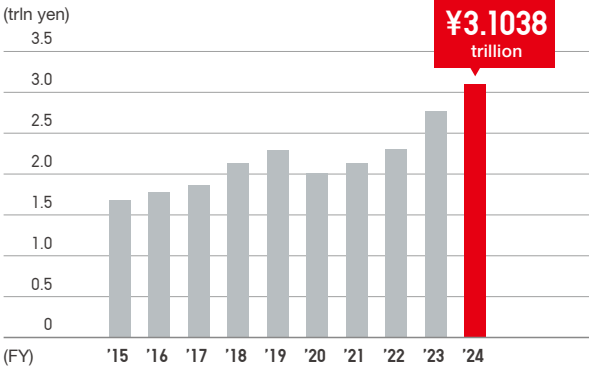
- ▶ Reduce GHG emissions at our stores and main offices by 90%. Reduce UNIQLO and GU supply chain emissions by 20% by FY2030 (vs. FY2019 levels).
- ▶ Switch 50% of all materials to recycled materials or materials with low GHG emissions by FY2030.
- ▶ Reduce waste materials to zero in the product delivery process.
- ▶ Reduce per-unit water withdrawal 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 women in management position to 50% by FY2030.

*Where positive impact on biodiversity outweighs negative impact.

FINANCIAL HIGHLIGHTS

Revenue

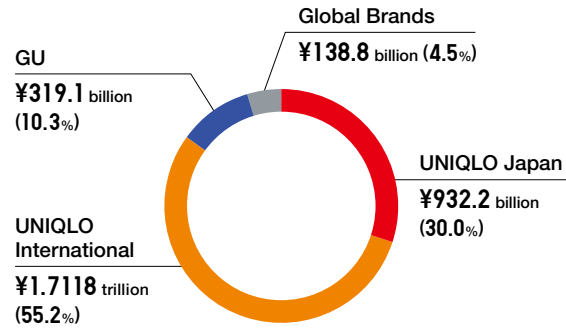
¥3.1038 trillion | +12.2% ↗



Consolidated revenue topped ¥3 trillion for the first time, rising 12.2% to ¥3.1038 trillion. UNIQLO International, the key growth driver, reported significant revenue gains. UNIQLO Japan revenue increased on strong sales of summer ranges. GU revenue increased on strong sales of on-trend mass fashion items. Further diversified earnings pillars.

UNIQLO International's Contribution to Revenue

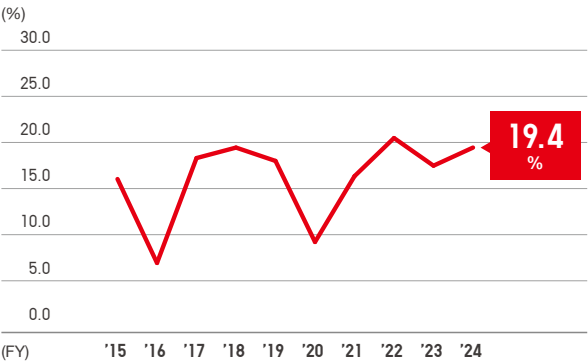
55.2% | +3.2pt ↗



UNIQLO International's contribution to consolidated revenue continued to expand, rising 3.2 points to 55.2%. North America, Europe, and Southeast Asia performed especially well, generating strong revenue gains. UNIQLO brand awareness is rising worldwide. Local customer bases are expanding and tourist demand is rising in all markets.

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

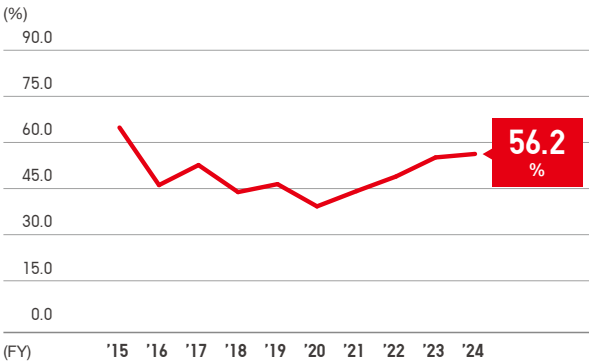
19.4% | +1.9pt ↗



ROE (Ratio of profit to equity attributable to owners of the Parent) rose 1.9 points to 19.4% following the sharp 25.6% expansion in profit attributable to owners of the Parent. The Group maintains strong operational efficiency.

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

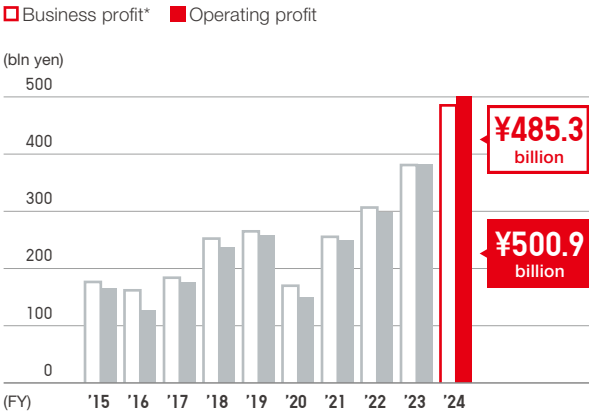
56.2% | +1.1pt ↗



The ratio of equity attributable to owners of the Parent to total assets increased by 1.1 points to 56.2% following a ¥195.1 billion increase in equity attributable to owners of the Parent.

Operating Profit

¥500.9 billion | +31.4% ↗

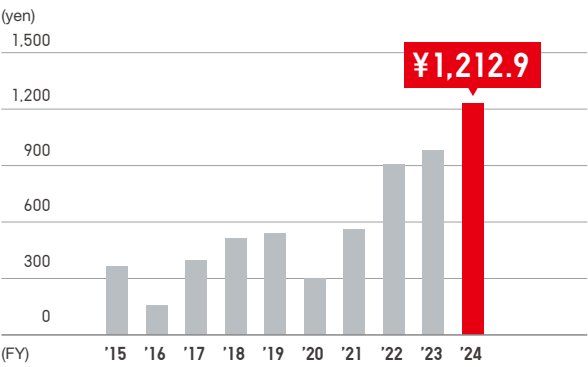


Operating profit increased by a considerable 31.4% to ¥500.9 billion thanks especially to the 24.9% rise to ¥283.4 billion at UNIQLO International and the 32.2% rise to ¥155.8 billion at UNIQLO Japan. Consolidated operating profit margin: 16.1% (+2.3p). All UNIQLO markets achieved operating profit margins of 15% or higher.

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

Basic Earnings per Share

¥1,212.9 | +25.5% ↗

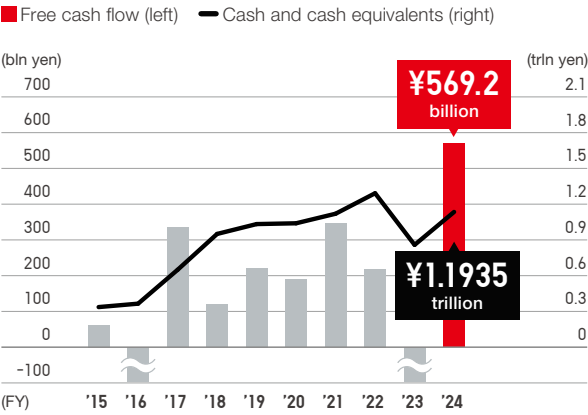


Basic earnings per share (EPS) increased 25.5% to ¥1,212.9 primarily due to a sharp rise in operating profit, which resulted in a 25.6% increase in profit attributable to owners of the Parent to ¥371.9 billion.

*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

¥1.1935 trillion | +32.1% ↗

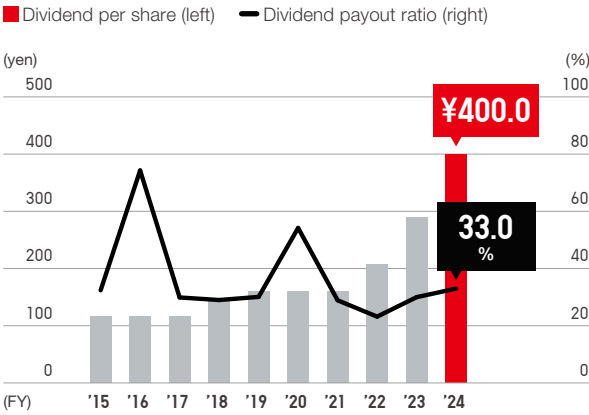


Free cash flow (FCF) stood at ¥569.2 billion (¥651.5 billion in cash flow from operating activities + ¥82.2 billion in cash used in investing activities). Cash used in financing activities totaled ¥269.0 billion. The closing balance of cash and cash equivalents totaled ¥1.1935 trillion.

*The -¥111.1 billion FCF in FY2023 resulted from moving cash holdings into secure investments (investment securities, bank deposits with maturities of three months or longer).

Dividend per Share

¥400.0 | +¥110.0 ↗

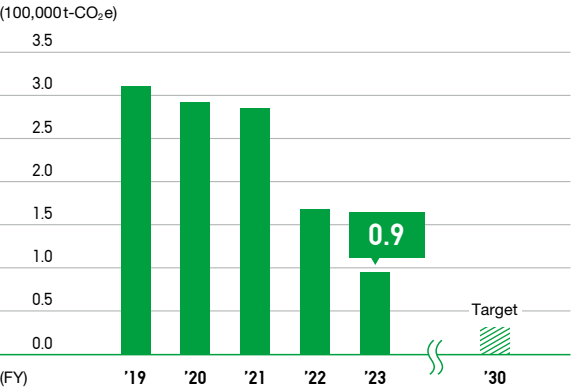


Dividend per share increased by ¥110.0 to ¥400. The dividend payout ratio rose 3.0 points to 33.0%.

*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

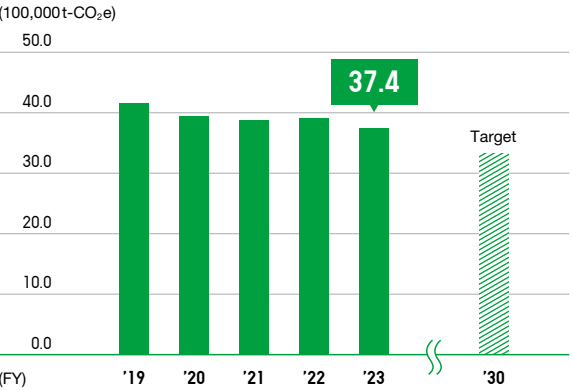
Greenhouse Gas (GHG) Emissions (Scope 1, 2)*



We aim to reduce absolute GHG emissions from our own operations, including stores and main offices, by 90% by FY2030 from a FY2019 base year. We are making steady progress toward that goal, achieving a 69.4% reduction in FY2023 compared with FY2019.

*Scope 2 is calculated on a market base.

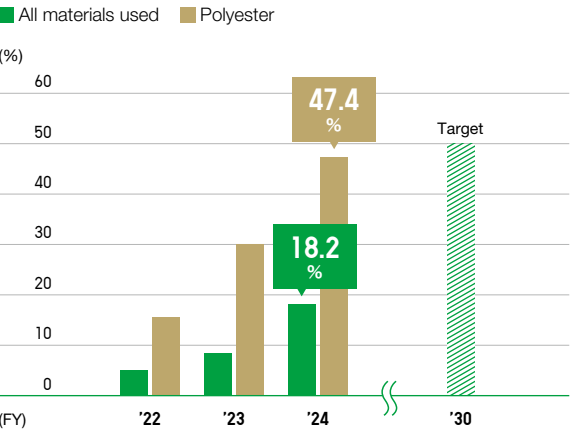
Greenhouse Gas (GHG) Emissions (Scope 3)



We aim to reduce GHG emissions* from raw materials, fabric, and garment production for UNIQLO and GU products by 20% by FY2030 from a FY2019 base year. Emissions decreased by 10.0% in FY2023 compared with FY2019. We support solutions to reduce emissions, such as transitioning away from coal boilers in factories and the use of renewable energy.

*Category 1. Purchased goods and services, UNIQLO and GU garment factories

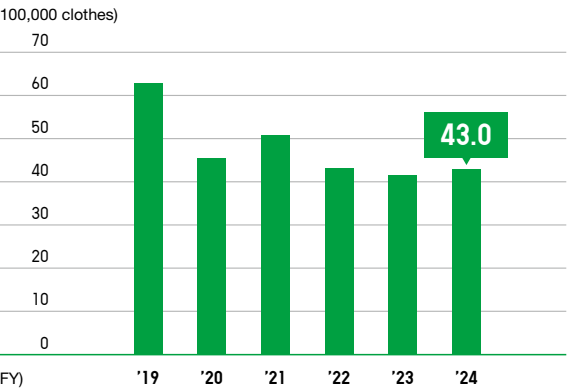
Percentage of Materials With Low GHG Emissions Such as Recycled Materials



We aim to switch roughly 50% of all materials used to materials with low GHG emissions, such as recycled materials, by FY2030. We are making steady progress. The percentage of materials with low GHG emissions, such as recycled materials, rose to 18.2% for 2024 products. This included an increase in recycled polyester, which accounted for 47.4% of total polyester used.

*Fast Retailing Group

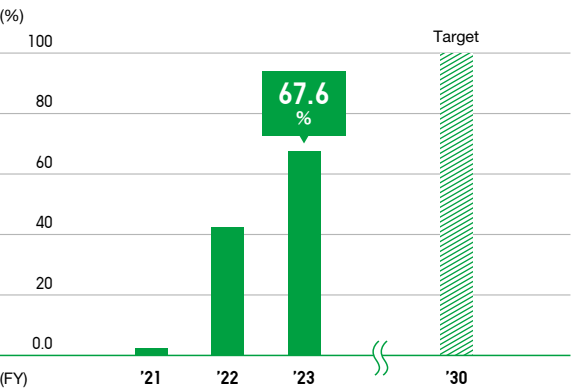
Donations of Used Clothing*



We donate clothes collected from customers through our product reuse and recycling activities to refugees and internally displaced persons worldwide. We donated 4.30 million items in FY2024. Donations from 2006 to August 2024 totaled 58.97 million items.

*Includes non-refugee beneficiaries.

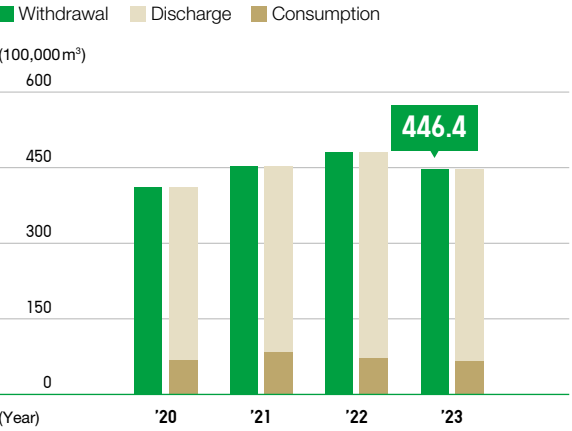
Percentage of Renewable Energy Procured to Electricity Used*



We aim to be using 100% renewable energy at all our stores and major offices worldwide by FY2030. The percentage of renewable energy used in FY2023 rose to 67.6%.

*Fast Retailing Group

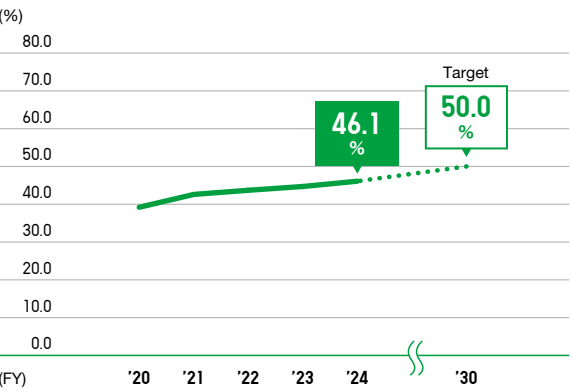
Water Usage (Water Withdrawal) (Supply Chain)*



We work with the major garment and materials factories that account for 80% of the water used to make our products. Together, we aim to reduce water withdrawal by 10% at end 2025 compared to 2020 levels at each factory. Water withdrawal at factories fell slightly in 2023. At the end of 2023, 51% of factories had already achieved the target.

*Target: UNIQLO and GU garment factories and fabric mills. To date, we have only disclosed the amount of water usage (water withdrawal) but we are now disclosing separate figures for water withdrawal, discharge, and consumption for more precise readings of actual conditions. Past data has been revised by expanding scope and adjusting calculations as necessary.

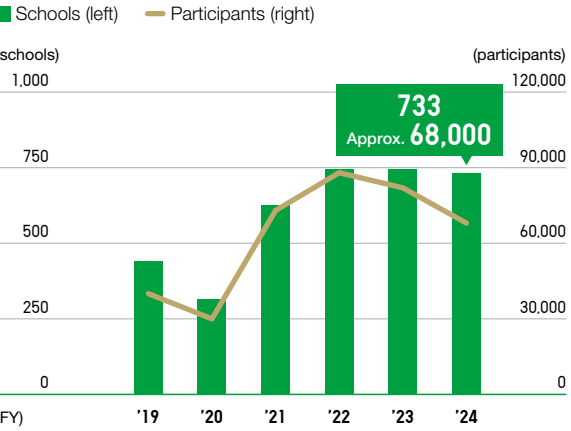
Percentage of Women in Management Positions



We aim to increase the percentage of women in management positions* to 50.0% by FY2030. That number rose to 46.1% in FY2024. We select people with ambition and fresh ideas for managerial and other key positions, irrespective of nationality or personal background, and provide appropriate evaluations and necessary support to encourage growth.

*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, Participants



The Power of Clothing Project is a participatory learning program for elementary, junior high, and high school students run with UNHCR. Students attend classes with our employees, and then organize kids' clothing collections in their schools and communities for donation to refugees and other people in need. As of August 2024, 5,048 schools and 540,000 students had participated.

Revenue Exceeding ¥3 Trillion, Operating Profit Exceeding ¥500 Billion. Keep Evolving and Making Great Strides



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 FY2024, with revenue topping ¥3 trillion and operating profit surpassing ¥500 billion for the first time. Specifically, revenue totaled ¥3.1038 trillion (YoY +12.2%) and operating profit totaled ¥500.9 billion (+31.4%). The diversification of earnings pillars accelerated, and firmer earnings structures were established worldwide. Rising awareness of the UNIQLO brand globally helped expand local customer bases and boost tourist demand in all markets, fueling an extremely strong overall performance. Profits expanded considerably, with profit before income taxes totaling ¥557.2 billion (+27.2%) and profit attributable to owners of the Parent totaling ¥371.9 billion (+25.6%).

UNIQLO International reported a record performance, generating revenue of ¥1.7118 trillion (+19.1%) and operating profit of ¥283.4 billion (+24.9%). All markets achieved high operating profit margins of 15% or above. Europe, North America, and Southeast Asia, India & Australia reported especially large revenue and profit gains, with growing customer support for LifeWear worldwide continuing to underpin performance. UNIQLO Greater China reported higher revenue and slightly higher profit. While same-store sales rose in the first half, revenue declined on a slowdown of sales in the second half. We will continue determined structural reforms, including establishing product lineups that suit local customer

needs, pursuing scrap and build strategies to boost store profitability, and strengthening marketing.

UNIQLO Japan achieved a new record performance, with revenue totaling ¥932.2 billion (+4.7%) and operating profit ¥155.8 billion (+32.2%) on the back of strong second-half sales and a significantly improved gross profit margin. Meanwhile, firm sales of products that captured global mass trends resulted in higher revenue and sharply higher profits at GU, with revenue totaling ¥319.1 billion (+8.1%) and operating profit ¥33.7 billion (+28.9%).

Looking ahead to FY2025, our consolidated forecasts (as of January 9, 2025) include revenue of ¥3.4000 trillion (+9.5%), operating profit of ¥530.0 billion (+5.8%), profit before income taxes of ¥585.0 billion (+5.0%), and profit attributable to owners of the Parent of ¥385.0 billion (+3.5%). Stripping out the impact of foreign exchange rates, we expect revenue will increase by approximately 11% and operating profit by roughly 8% in local currency terms. We forecast an annual dividend per share of ¥450 (+¥50), split equally into interim and year-end dividends of ¥225 each.

Promoting Various Qualitative Advances to Become a True Global Brand

FY2025 is the year for evolving qualitative measures across all aspects of our business to achieve sustainable business growth and become a truly global company. That means promoting specific initiatives in five priority areas.

First is our most important management issue of strengthening investment in human capital. Here, we will actively recruit talent globally, while also training employees to adopt a managerial mindset and devise and execute their own ideas based on high standards and ideals, and create small elite management teams. We will provide environments where diverse talent can work enthusiastically, offer growth

opportunities, and ensure fair employee evaluations and competitive remuneration.

The second priority area focuses on developing a digital consumer retail company by creating products that capture changing customer lifestyles, compiling more accurate numerical plans, implementing even more agile product and sales practices that produce products while they are being sold to closely reflect demand. We will strengthen the management of individual stores and SKU (stock keeping units) by enabling not only corporate managers, but also store managers and personnel to identify issues and pursue opportunities based on the same numerical data.

The third priority area, accelerating the expansion of global operations, involves strengthening LifeWear branding by consistently opening high-quality stores worldwide. We will solidify the foundations of each business by rigorously implementing fundamental store management, establishing solid product mixes, and nurturing local talent. We will maintain constant links between global headquarters and individual markets, identify and solve problems and make decisions based on actual products and conditions in individual frontline markets, while encouraging frontline management from a global perspective, not a Japan-centric perspective.

The fourth area, expanding Global Brands, involves leveraging UNIQLO's retail business principles and digital consumer retailing practices to raise management prowess at GU, Theory, and other Fast Retailing Group brands and build a solid, global position for each label.

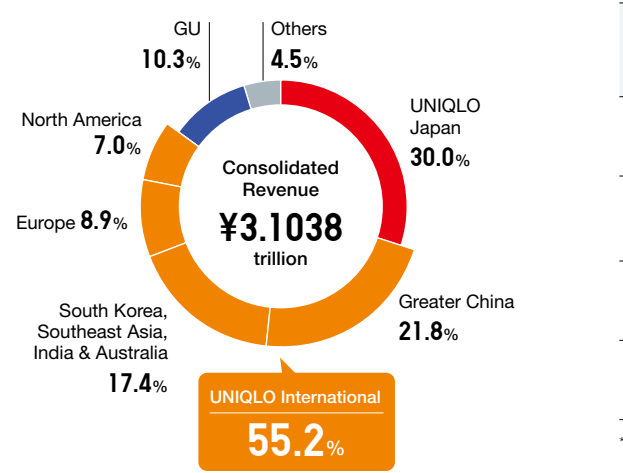
The fifth area focuses on pursuing a business model in which the development of business contributes to sustainability. We are committed to creating clothes that can be worn for a long time and accelerating the construction of a circular business model based on our LifeWear concept. We will also steadily promote initiatives to reduce greenhouse gas emissions, establish greater traceability, promote diversity, and engage in social activities to help achieve our 2030 targets.

Performance by Group Operation

		FY2023			FY2024		
		Billions of yen	YoY change Billions of yen	% change	Billions of yen	YoY change Billions of yen	% change
UNIQLO Japan	Revenue	890.4	+80.1	+9.9	932.2	+41.8	+4.7
	Operating profit	117.8	+9.9	+9.2	155.8	+37.9	+32.2
UNIQLO International	Revenue	1,437.1	+318.3	+28.5	1,711.8	+274.6	+19.1
	Operating profit	226.9	+68.6	+43.3	283.4	+56.4	+24.9
GU	Revenue	295.2	+49.1	+20.0	319.1	+23.9	+8.1
	Operating profit	26.1	+9.4	+56.8	33.7	+7.5	+28.9
Global Brands*	Revenue	141.6	+18.5	+15.0	138.8	(2.8)	(2.0)
	Operating profit	(3.0)	(2.2)	—	0.6	+3.6	—

*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.

Group's Contribution to Revenue



Performance by UNIQLO International

		FY2024		
		Billions of yen	YoY change Billions of yen	% change
Greater China	Revenue	677.0	+56.8	+9.2
	Operating profit	104.8	+0.5	+0.5
South Korea, Southeast Asia, India & Australia	Revenue	540.5	+90.6	+20.2
	Operating profit	97.6	+19.3	+24.8
North America	Revenue	217.7	+53.7	+32.8
	Operating profit	34.8	+13.7	+65.1
Europe*	Revenue	276.5	+85.1	+44.5
	Operating profit	46.5	+19.1	+70.1

*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, Ready 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 ¥1.1935 trillion at the end of August 2024, an appropriate level equivalent to roughly 4.6 months of the ¥3.1038 trillion revenue achieved in FY2024. Free cash flow (FCF) stood at ¥569.2 billion at the end of August 2024, due to strong corporate results primarily from UNIQLO operations.

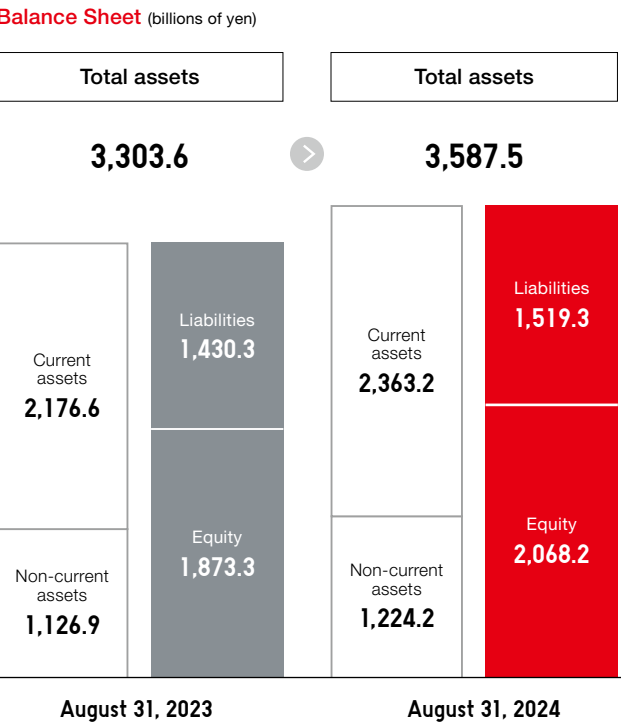
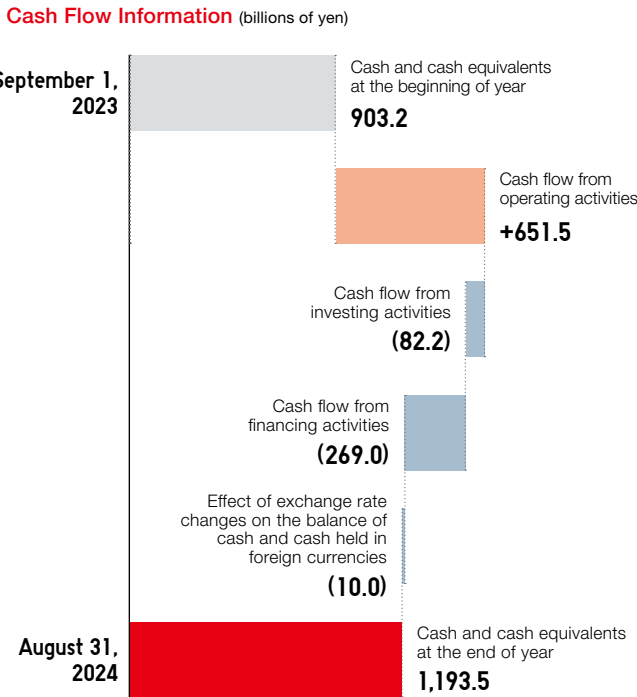
We seek to pay appropriate dividends that mirror corporate performance, while also considering the operational funding required to expand future Group operations and improve earnings, and financial soundness. In FY2024, we paid a dividend of ¥400 per share (YoY +¥110), with a dividend payout ratio of 33.0%.

A Solid Balance Sheet to Support Proactive Global Business

Total assets increased ¥283.8 billion to ¥3.5875 trillion at the end of August 2024 due to a ¥290.2 billion increase in cash and cash equivalents on higher cash flows from operating activities primarily from UNIQLO operations. Inventories increased ¥25.2 billion, with UNIQLO International inventories rising ¥21.8 billion on higher inventory in Europe and North America associated with expanding corporate performance and rising store numbers.

Total liabilities increased ¥88.9 billion on a ¥49.7 billion rise in trade and other payables associated with the increase in inventories. Total equity increased ¥194.8 billion to ¥2.0682 trillion on a ¥267.7 billion increase in retained earnings.

Consequently, the ratio of equity attributable to owners of the Parent to total assets increased 1.1 points to 56.2%. We aim to keep that ratio at or above 50% in the medium-to long-term because a solid financial base is essential for proactive management and future global growth.



Maintaining ROE Well Above Capital Costs

We view ROE as an important management indicator and aim to ensure ROE tracks considerably higher than cost of capital,

Continuing Aggressive Investment to Expand Our Business

We are accelerating the expansion of our global store network while also aggressively investing in systems to progress Ariake Project objectives and other objectives, and to expand operations. Capital expenditure increased ¥10.0 billion to ¥112.1 billion in FY2024 (UNIQLO Japan: ¥12.0 billion, UNIQLO International: ¥57.6 billion, GU: ¥6.7 billion, Global Brands: ¥1.6 billion, and systems: ¥33.9 billion). In addition to continued new store investment, we also invested in

Seeking Sustainable Growth, Strengthening Risk Management Systems

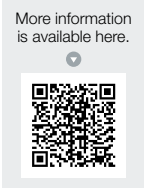
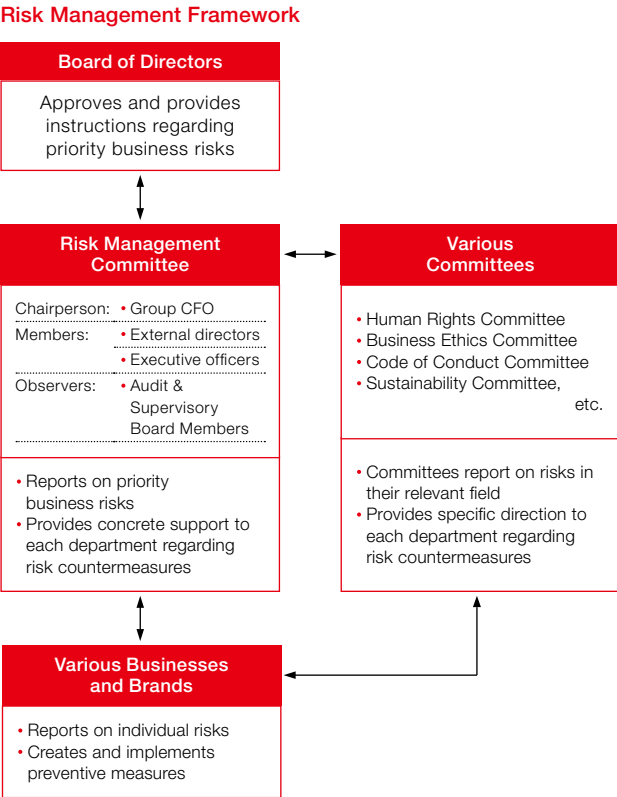
Anticipating unforeseen risks, such as large-scale natural disasters or the leakage of customer information, and striving to prevent or appropriately manage overt or potential risks is vital for ensuring sustainable business growth. We regularly unearth latent risks in our business activities, and constantly work to identify significant risks and strengthen systems to manage those risks. The Risk Management Committee was established under the direct jurisdiction of the Board of Directors for this purpose. The committee, 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 FY2024 to strengthen internal controls and information security, and discusses ways of minimizing the impact on our company of unforeseen disruptions at partners operations and how to generally fortify our management structures.

TCFD-based Disclosure

Recognizing the enormous impact of climate change on society, we are strengthening efforts to arrest rising average global temperatures and fulfill 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.

while also prioritizing medium- to long-term business growth. In FY2024, ROE stood at 19.4%, well above the cost of capital. We will continue to pursue strong business expansion, while maintaining ROE of 15% or higher.

establishing an automated warehouse in Europe. In FY2025, we expect a ¥36.3 billion increase in capital expenditure to ¥148.5 billion. In addition to new store, automated warehouse, and systems investment, the increase is to acquire real estate at the UNIQLO New York Fifth Avenue store in the USA as part of our drive to strategically own global flagship stores that will help shape medium- to long-term branding. We plan to open 150 UNIQLO International stores, 30 UNIQLO Japan stores, 32 GU stores, and 27 Global Brands stores.



FINANCIAL SUMMARY

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

	Millions of yen										Thousands of US dollars*5	
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	YoY	2024
For the year												
Revenue	¥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	¥3,103,836	+12.2%	\$21,422,022
Operating profit	164,463	127,292	176,414	236,212	257,636	149,347	249,011	297,325	381,090	500,904	+31.4	3,457,134
EBITDA*1	202,221	164,089	216,102	281,267	306,112	327,195	426,922	477,600	567,963	705,292	+24.2	4,867,779
Profit before income taxes	180,676	90,237	193,398	242,678	252,447	152,868	265,872	413,584	437,918	557,201	+27.2	3,845,687
Profit attributable to owners of the Parent	110,027	48,052	119,280	154,811	162,578	90,357	169,847	273,335	296,229	371,999	+25.6	2,567,464
Net cash generated by operating activities	134,931	98,755	212,168	176,403	300,505	264,868	428,968	430,817	463,216	651,521	+40.7	4,496,660
Net cash (used in)/generated by investing activities	(73,145)	(245,939)	122,790	(57,180)	(78,756)	(75,981)	(82,597)	(212,226)	(574,402)	(82,231)	(85.7)	(567,541)
Free cash flow*2	61,786	(147,184)	334,958	119,223	221,748	188,887	346,370	218,590	(111,185)	569,290	—	3,929,118
Net cash (used in)/generated by financing activities	(41,784)	201,428	(50,836)	198,217	(102,429)	(183,268)	(302,985)	(213,050)	(364,562)	(269,003)	(26.2)	(1,856,605)
Cash and cash equivalents*3	355,212	385,431	683,802	999,697	1,086,519	1,093,531	1,177,736	1,358,292	903,280	1,193,560	+32.1	8,237,698
Depreciation and amortization	37,758	36,797	39,688	45,055	48,476	177,848	177,910	180,275	186,872	204,388	+9.4	1,410,645
Capital expenditures	62,461	52,387	59,755	69,380	85,201	82,736	100,653	86,516	102,024	112,112	+9.9	773,780
At year-end												
Total assets	¥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	¥3,587,565	+8.6%	\$24,760,613
Total equity	774,804	597,661	762,043	902,777	983,534	996,079	1,162,298	1,615,402	1,873,360	2,068,254	+10.4	14,274,655
Interest-bearing debt	38,035	283,465	281,512	544,502	513,405	484,496	382,634	371,496	240,913	240,935	+0.0	1,662,886
Reference indices												
Operating profit margin (%)	9.8%	7.1%	9.5%	11.1%	11.2%	7.4%	11.7%	12.9%	13.8%	16.1%	+2.3 pts.	16.1%
ROE/Ratio of profit to equity attributable to owners of the Parent (%)	16.1	7.3	18.3	19.4	18.0	9.5	16.4	20.4	17.5	19.4	+1.9	19.4
Ratio of equity attributable to owners of the Parent to total assets (%)	64.5	46.4	52.7	44.2	46.7	39.7	44.5	49.1	55.1	56.2	+1.1	56.2
Debt-equity ratio (%)	5.1	49.3	38.5	63.1	54.7	51.0	34.5	23.9	13.3	12.0	(1.3)	12.0
Dividend payout ratio (%)	32.4	74.3	29.9	29.0	30.1	54.2	28.9	23.2	30.0	33.0	+3.0	33.0
Per share data (actual yen, dollar amount)*4												
Profit attributable to owners of the Parent (EPS)	¥ 359.8	¥ 157.1	¥ 389.9	¥ 505.9	¥ 531.1	¥ 295.1	¥ 554.4	¥ 891.8	¥ 966.1	¥ 1,212.9	+25.5%	\$ 8.4
Equity attributable to owners of the Parent	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	6,574.1	+10.7	45.4
Cash dividends	116.7	116.7	116.7	146.7	160.0	160.0	160.0	206.7	290.0	400.0	+37.9	2.8
Other data (at fiscal year-end)												
Number of issued shares (including treasury stock)*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	¥ 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	¥ 14,845.0	+39.3%	\$ 102,457
Number of subsidiaries	119	120	121	130	133	134	130	128	125	104	(21)	104
Total number of stores	2,978	3,160	3,294	3,445	3,589	3,630	3,527	3,562	3,578	3,595	+17	3,595
Total sales floor space (m ²)*6	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	3,572,010	+4.0%	3,572,010
Total number of employees*7	41,646	43,639	44,424	52,839	56,523	57,727	55,589	57,576	59,871	60,454	+583	60,454

*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 ¥46,650 at the end of August 2024 and an exchange rate of ¥144.9 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 or part-time workers.