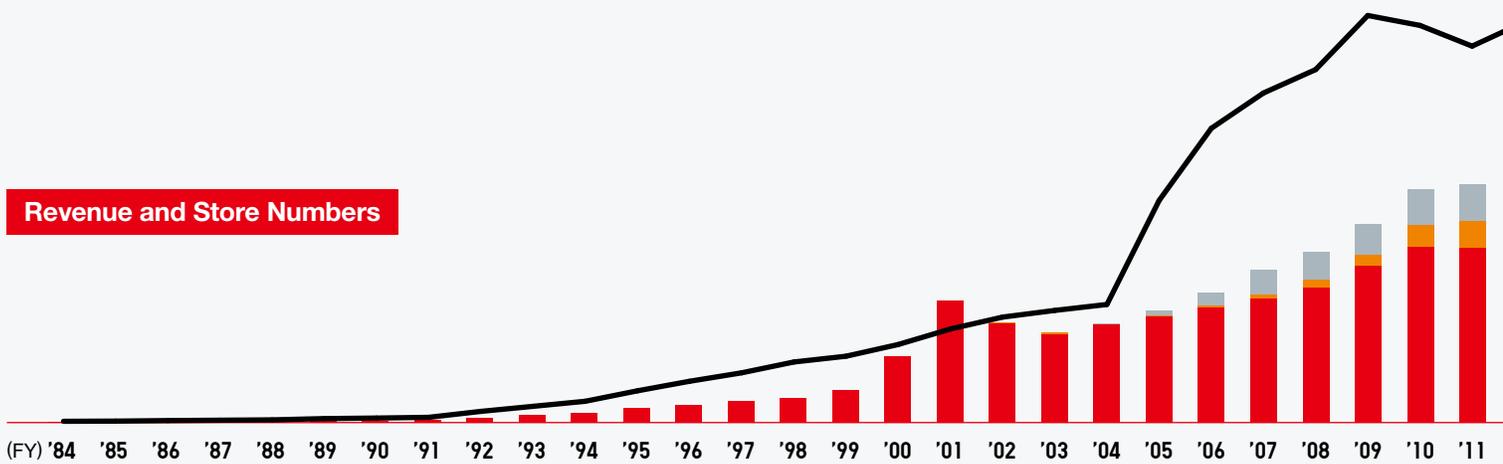


# FINANCIAL AND NON-FINANCIAL INFORMATION

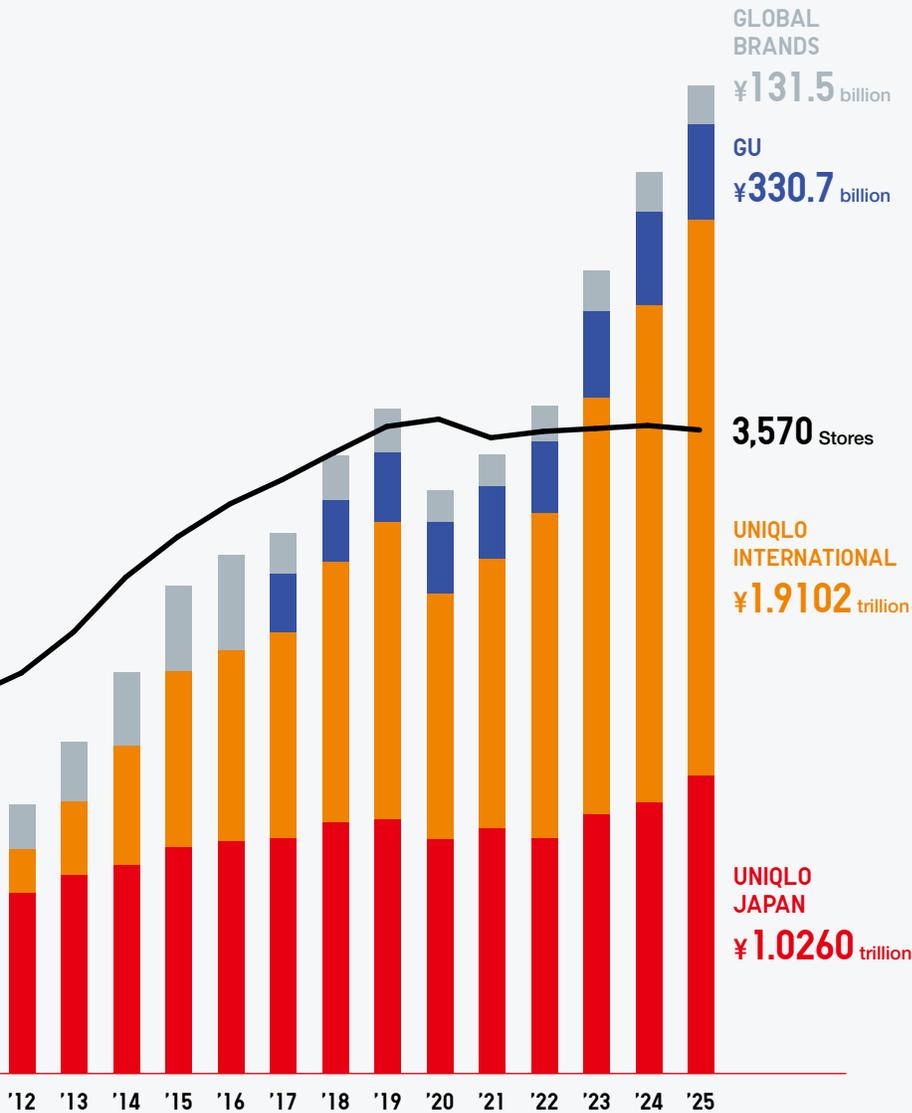
Realizing a Sustainable Society  
Through Consistent Business Growth



## 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





## FY2025 PERFORMANCE HIGHLIGHTS

- Record performance for fourth consecutive year. Revenue: ¥3.4005 trillion (+9.6%), business profit: ¥551.1 billion (+13.6%).
- Continued to open high-quality stores. New stores in Europe & USA proved to be a huge success. Global support for UNIQLO increased.
- UNIQLO operations in Japan; South Korea; Southeast Asia, India, Australia; North America; and Europe performed especially strongly, generating significantly higher revenue and profit.
- UNIQLO Japan revenue topped ¥1 trillion for the first time thanks to the successful development of business, products, and marketing that are more responsive to the weather.
- With stronger diversification of earnings pillars being established, each of UNIQLO's three operational regions; the Greater China region; the South Korea, Southeast Asia, India & Australia regions; and the North America and Europe regions are all now generating roughly ¥600.0 billion revenue and approximately ¥100.0 billion profit, respectively.
- While UNIQLO operations in Mainland China and GU full-year profit declined, structural reforms progressed smoothly. Anticipating considerable medium-term growth.

## SUSTAINABILITY TARGETS

- Reduce GHG emissions at our stores and main offices by 90% by FY2030 (vs. FY2019 levels). Reduce UNIQLO and GU supply chain\*1 emissions by 30% 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.
- Increase the transparency of our supply chain, establishing traceability back through to the raw materials stage.
- Achieve net positive impact\*\*2 on biodiversity across our value chain in the long term.
- Endeavor 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 positions to 50% by FY2030.

\*1 Manufacture of raw materials, fabric, and garments

\*\*2 Where positive impact on biodiversity outweighs negative impact.

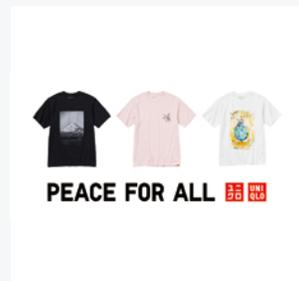
2017

Published list of major garment factories



2022

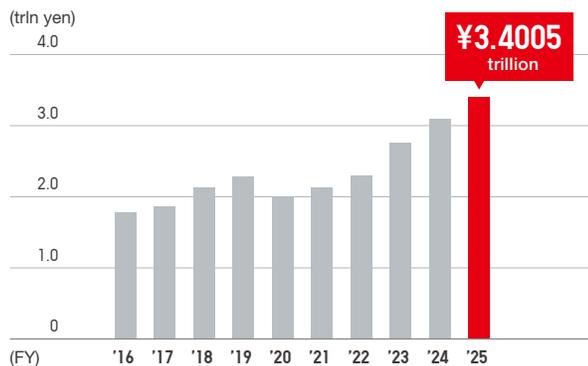
Launched PEACE FOR ALL project



## FINANCIAL HIGHLIGHTS

### Revenue

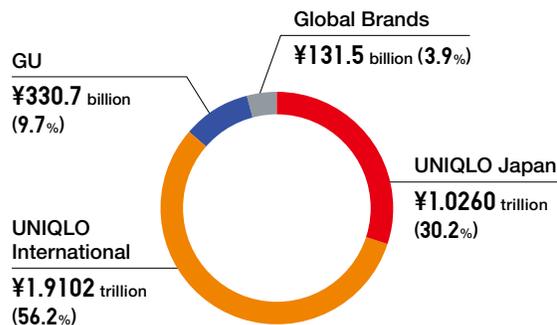
**¥3.4005 trillion** | **+9.6%** 



Consolidated revenue: ¥3.4005 trillion (+9.6%). Fourth consecutive record annual performance. UNIQLO operations in Japan; South Korea; the Southeast Asia, India & Australia region; North America; and Europe all generated strong revenue growth. Global support for UNIQLO is rising thanks to high-quality store openings and effective marketing.

### UNIQLO International's Contribution to Revenue

**56.2%** | **+1.0pt** 

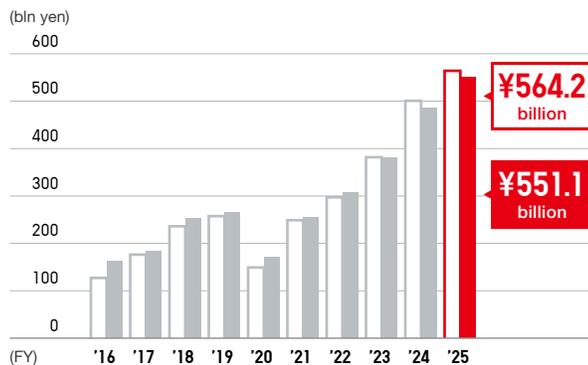


As the key driver of growth, UNIQLO International accounted for 56.2% of consolidated revenue (+1.0 point). Witnessing a stronger diversification of earnings pillars, with the Greater China region; the South Korea, Southeast Asia, India & Australia region; and the North America and Europe regions all now generating roughly ¥600.0 billion revenue.

### Business Profit

**¥551.1 billion** | **+13.6%** 

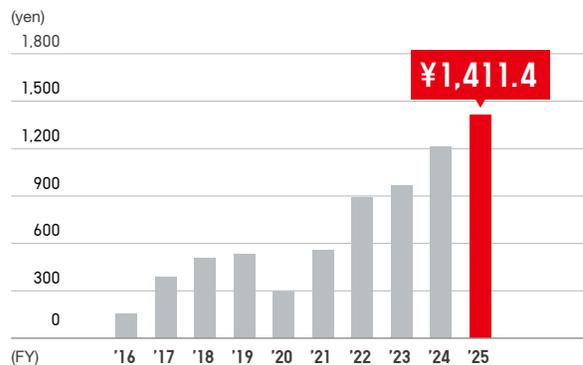
 Operating profit  Business profit\*



Business profit increased by a considerable 13.6% to ¥551.1 billion thanks largely to the ¥26.9 billion rise in business profit at UNIQLO Japan and the ¥29.2 billion rise at UNIQLO International. Maintained high business profit margins (UNIQLO Japan: 17.7%, UNIQLO International: 16.0%).

### Basic Earnings per Share

**¥1,411.4** | **+16.4%** 



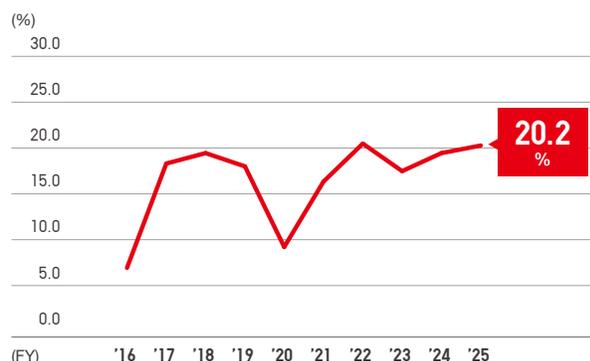
Basic earnings per share (EPS) increased 16.4% to ¥1,411.4 primarily due to a sharp rise in business profit, which resulted in a 16.4% year-on-year increase in profit attributable to owners of the Parent to ¥433.0 billion.

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

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

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

**20.2%** | **+0.8pt** 



ROE (Ratio of profit to equity attributable to owners of the Parent) rose 0.8 points to 20.2% following the sharp 16.4% expansion in profit attributable to owners of the Parent. Operational efficiency continues to improve.

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

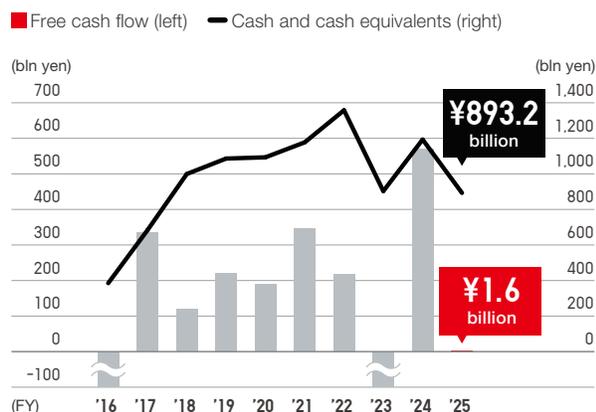
**58.9%** | **+2.7pt** 



The ratio of equity attributable to owners of the Parent to total assets increased by 2.7 points to 58.9% following a ¥256.5 billion (+12.7%) year-on-year increase in equity attributable to owners of the Parent.

## Cash and Cash Equivalents

**¥893.2 billion** | **-25.2%** 

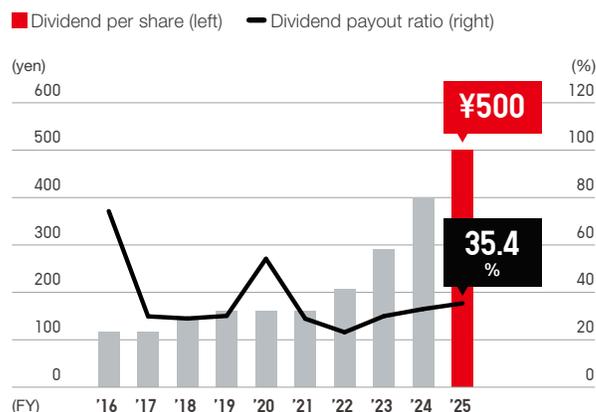


Free cash flow (FCF) stood at ¥1.6 billion (¥580.6 billion in cash flow from operating activities and ¥578.9 billion in cash used in investing activities). FCF declined by ¥567.5 billion following the movement of cash into highly secure investments and the acquisition of global flagship store property.

\*The -¥111.1 billion FCF in FY2023 resulted from moving cash on hand into secure investments.

## Dividend per Share

**¥500** | **+¥100** 



The FY2025 dividend per share stood at ¥500, an increase of ¥100 compared to FY2024. The dividend payout ratio rose 2.4 points to 35.4%.

\*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

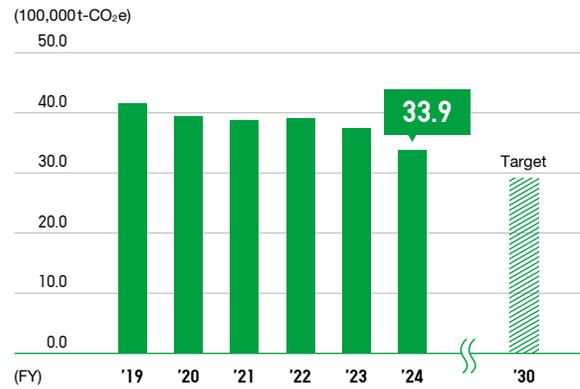
### Greenhouse Gas (GHG) Emissions (Scope 1, 2)\*



We aim to reduce absolute GHG emissions from our operations, including stores and main offices, by 90% by FY2030 from a FY2019 base year. We are making steady progress toward that goal, achieving an 83.3% reduction in FY2024 compared with FY2019.

\*Scope 2 is calculated on a market base.

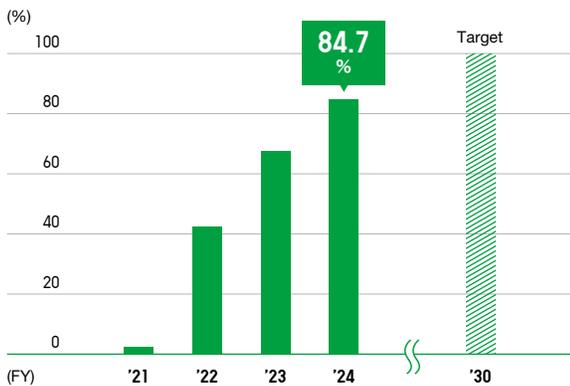
### Greenhouse Gas (GHG) Emissions (Scope 3)\*



We raised our target for reducing supply chain GHG emissions from 20% to 30% by FY2030 from a FY2019 base year. Emissions had decreased by 18.6% in FY2024. To achieve this new target, we aim to reduce coal consumption, boost renewable energy usage, improve energy efficiency at factories, and expand our use of materials with low GHG emissions.

\*Category 1. Emissions from the manufacture of raw materials, fabric, and garments for UNIQLO and GU products.

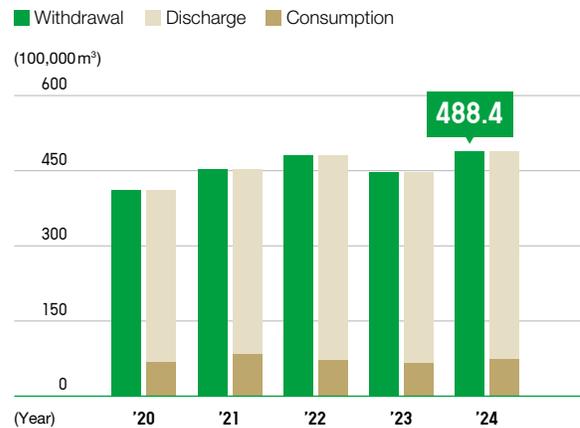
### Percentage of Renewable Energy Procured to Electricity Used\*



We aim to use 100% renewable energy at all of our stores and major offices worldwide by FY2030. In FY2024, the percentage of renewable energy used rose to 84.7% of electricity.

\*Fast Retailing Group

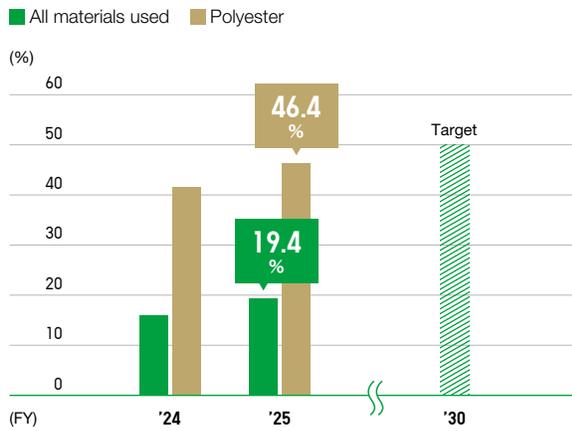
### Water Withdrawal, Discharge, Consumption (Supply Chain)\*



Working with the garment and materials factories that account for 80% of the water used to make our products, we are aiming to reduce water withdrawal by 10% by end 2025 compared with 2020 levels at each factory. Water withdrawal is declining and 65% of factories had achieved the target by end 2024.

\*UNIQLO and GU garment factories and fabric mills.

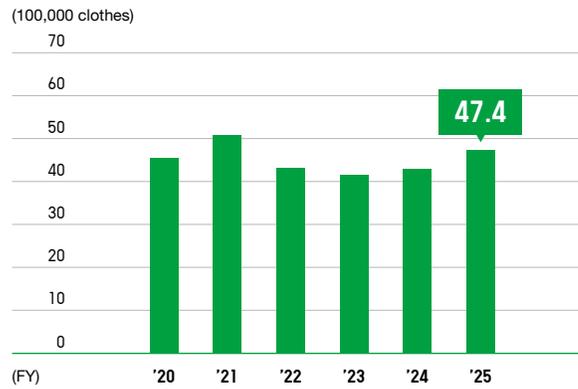
## Percentage of Materials With Low GHG Emissions Such as Recycled Materials\*



By FY2030, we aim to replace roughly 50% of all materials used with low GHG emissions materials, including recycled materials. The percentage of materials with low GHG emissions rose to 19.4% for FY2025 products. Recycled polyester accounted for 46.4% of total polyester used.

\*Fast Retailing Group. FY2024 (2023 Fall Winter and 2024 Spring Summer products) and FY2025 (2024 Fall Winter and 2025 Spring Summer products).

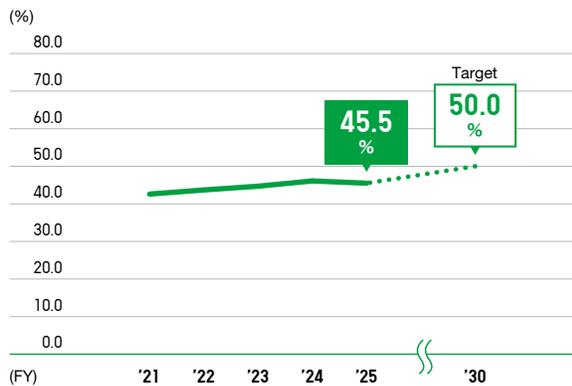
## Donations of Used Clothing\*



We donate clothes collected from customers through our product reuse and recycling activities to refugees and internally displaced people worldwide. We donated 4.74 million items in FY2025. Donations from 2006 through August 2025 totaled 63.71 million items.

\*Includes non-refugee beneficiaries

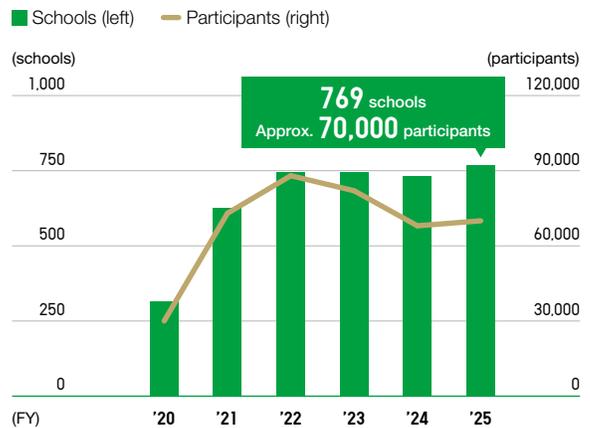
## Percentage of Women in Management Positions



We aim to increase the percentage of women in management positions\* to 50.0% by FY2030. That ratio stood at 45.5% in FY2025. We prioritize people who embrace challenges and generate new ideas, regardless of nationality, gender, or experience, and we actively support their growth.

\*Management positions refer to block leaders, area managers, and store managers above a certain grade (sales) and corporate officers, general managers, and leaders (head office). To better reflect actual business operations, the scope of grades included in the aggregation for store managers has been expanded starting from FY2025.

## 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 (the UN Refugee Agency). Our employees lead classes, and students then organize kids' clothing drives in their schools and communities for refugees and other people in need. As of August 2025, 5,817 schools and approximately 610,000 students have participated.

# Fourth Consecutive Record Performance, Solid Foundations for Global Growth



## Takeshi Okazaki

Board of Director  
Group Senior Executive Officer and CFO  
FAST RETAILING CO., LTD.

## Business Performance Review and Outlook

Fast Retailing revenue increased and profits rose sharply in FY2025 (revenue: ¥3.4005 trillion (+9.6% year on year), business profit: ¥551.1 billion (+13.6%)). Expanding global support for LifeWear helped drive a fourth consecutive year of record growth. Profit before income taxes totaled ¥650.5 billion (+16.8%) and profit attributable to owners of the Parent reached ¥433.0 billion (+16.4%).

UNIQLO International reported a record performance, driven by considerable rises in both revenue and profit (revenue: ¥1.9102 trillion (+11.6%), business profit: ¥305.3 billion (+10.6%)). UNIQLO operations in North America, Europe, and Southeast Asia, India & Australia performed especially well, generating strong revenue and profit gains thanks to buoyant support for core ranges, effective marketing, and successful, high-quality store openings. Revenue from UNIQLO operations in the Greater China declined and profits contracted sharply due to lackluster consumer appetite and unseasonal weather. The Greater China markets are currently undergoing transitional business reforms, but we anticipate nascent improvements in terms of stronger branding, product ranges tailored to regional customer needs, higher store quality, and stronger management personnel will continue, generating considerable medium-term benefits.

In FY2025, we strengthened the foundations to facilitate our growth in all directions. Indeed, the now similar scale of sales and profits (roughly ¥600.0 billion revenue and ¥100 billion

## Performance by Group Operation

|                      | FY2024           |                               |             | FY2025          |                               |             |        |
|----------------------|------------------|-------------------------------|-------------|-----------------|-------------------------------|-------------|--------|
|                      | Billions of yen  | YoY change<br>Billions of yen | %<br>change | Billions of yen | YoY change<br>Billions of yen | %<br>change |        |
| UNIQLO Japan         | Revenue          | 932.2                         | +41.8       | +4.7            | 1,026.0                       | +93.8       | +10.1  |
|                      | Business profit  | 154.3                         | +37.6       | +32.2           | 181.3                         | +26.9       | +17.5  |
|                      | Operating profit | 155.8                         | +37.9       | +32.2           | 184.4                         | +28.6       | +18.4  |
| UNIQLO International | Revenue          | 1,711.8                       | +274.6      | +19.1           | 1,910.2                       | +198.4      | +11.6  |
|                      | Business profit  | 276.0                         | +50.8       | +22.6           | 305.3                         | +29.2       | +10.6  |
|                      | Operating profit | 283.4                         | +56.4       | +24.9           | 309.3                         | +25.9       | +9.1   |
| GU                   | Revenue          | 319.1                         | +23.9       | +8.1            | 330.7                         | +11.5       | +3.6   |
|                      | Business profit  | 32.4                          | +7.6        | +30.8           | 28.3                          | (4.1)       | (12.6) |
|                      | Operating profit | 33.7                          | +7.5        | +28.9           | 30.5                          | (3.1)       | (9.5)  |
| Global Brands*       | Revenue          | 138.8                         | (2.8)       | (2.0)           | 131.5                         | (7.2)       | (5.3)  |
|                      | Business profit  | 0.1                           | (0.4)       | (76.2)          | 2.6                           | +2.5        | —      |
|                      | Operating profit | 0.6                           | +3.6        | —               | (0.9)                         | (1.6)       | —      |

\*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 profit includes Fast Retailing profit.

business profit) in the Greater China markets, the combined South Korea, Southeast Asia, India & Australia region, and the Europe and North America region illustrates the shift to commensurate earnings pillars in each region.

UNIQLO Japan reported strong revenue and profit gains in FY2025, with revenue topping ¥1 trillion for the first time (revenue: ¥1.0260 trillion (+10.1%), business profit: ¥181.3 billion (+17.5%)). This strong performance was driven by the successful tailoring of business to better respond to weather conditions, as well as strategic marketing.

At GU, revenue rose but profits contracted (revenue: ¥330.7 billion (+3.6%), business profit: ¥28.3 billion (-12.6%)) due to a lack of hit products that captured mass fashion trends and shortages of strong-selling items.

Our FY2026 consolidated forecasts (as of January 8, 2026) include revenue: ¥3.8000 trillion (+11.7%), business profit: ¥650.0 billion (+17.9%), profit before income taxes: ¥690.0 billion (+6.1%), and profit attributable to owners of the Parent: ¥450.0 billion (+3.9%). We forecast an annual dividend per share of ¥540 (+¥40 YoY), split equally into interim and year-end dividends of ¥270 each.

## Accelerating Qualitative Business Evolution, Spreading the Value of LifeWear Worldwide

Our unique LifeWear concept has enormous global growth potential. UNIQLO currently accounts for less than 1% of the approximately ¥120 trillion apparel market in Europe and North America. Similarly, our market share in Southeast Asia, India & Australia and Greater China is a mere few percent, so there is ample room for expansion. If affinity for LifeWear values continues to grow worldwide and we create an essential everyday brand, we believe UNIQLO could enjoy a similar presence globally as it does in Japan with a market share of

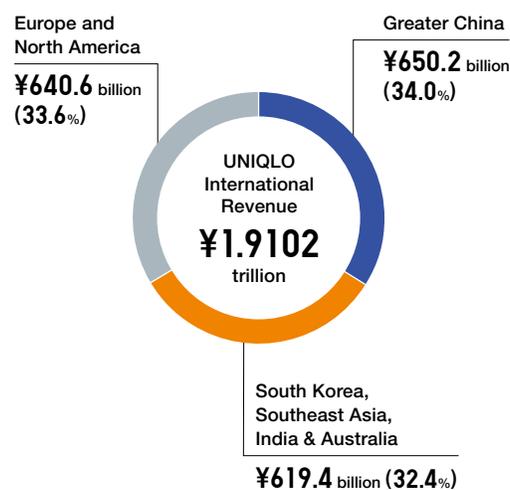
over 10%. In FY2026, with our ¥10 trillion long-term revenue target in mind, we will promote qualitative business advancements in five areas to increase customer satisfaction and expand operations.

The first area is our products. Specifically, based on customer feedback, we will focus on creating products that offer a sense of new value, and enhance the appeal of UNIQLO's price and value proposition. The second area is our supply chain, in which we will enhance investment and build frameworks to support global expansion. The third area is our stores and e-commerce platform. We will continue to open quality storefronts that convey the value of LifeWear, while improving the convenience of e-commerce, and promoting integration of our physical stores and online operations. The fourth area is independent store management. Here, we intend to eliminate product shortages and oversupply on a store and stock keeping unit (SKU) basis, as well as create store floors that satisfy customer demands, convey information, and provide tailored services. The fifth area is the people who support the other areas. While accelerating the recruitment of talented people worldwide, we will use dynamic global selection and rotation to develop management personnel capable of driving future store and headquarter operations.

We will actively invest in growth, while also thoroughly reforming our cost structures to suit an inflationary era, and pursuing low-cost management. Not only have we built a business through our Ariake Project that makes, transports, and sells only what is necessary, but the standardization and digitalization of our business processes have also improved the efficiency of our inventory management and the productivity of our distribution and store operations. We intend to further strengthen these initiatives, as well as improving purchasing processes, carefully exploring investment options, and making full use of our invested assets to boost sales growth and improve profitability across the Group.

### UNIQLO International - Performance by Region

|  |                  | FY2025          |                               |             |
|--|------------------|-----------------|-------------------------------|-------------|
|  |                  | Billions of yen | YoY change<br>Billions of yen | %<br>change |
| Greater China  | Revenue          | 650.2           | (26.8)                        | (4.0)       |
|  | Business profit  | 89.9            | (12.8)                        | (12.5)      |
|  | Operating profit | 92.6            | (12.1)                        | (11.6)      |
| South Korea,<br>Southeast Asia,<br>India & Australia | Revenue          | 619.4           | +78.8                         | +14.6       |
|  | Business profit  | 116.9           | +19.8                         | +20.5       |
|  | Operating profit | 116.3           | +18.7                         | +19.2       |
| North America  | Revenue          | 271.1           | +53.4                         | +24.5       |
|  | Business profit  | 44.2            | +11.5                         | +35.1       |
|  | Operating profit | 44.6            | +9.7                          | +28.1       |
| Europe   | Revenue          | 369.5           | +92.9                         | +33.6       |
|  | Business profit  | 54.2            | +10.3                         | +23.7       |
|  | Operating profit | 55.4            | +8.9                          | +19.2       |

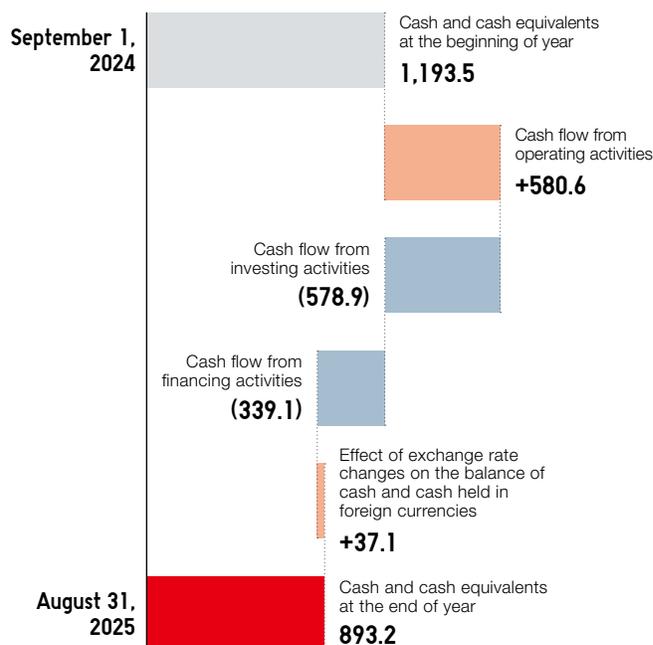


## Optimizing Cash Flow for Growth Investment, Ready Liquidity and Shareholder Returns

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 ensure ready liquidity to satisfy the need for working capital and investment funds for branding, stores, supply chain, IT, and human resources, and to cover any unforeseen sales fluctuations that might arise from running a business with inherent inventory risks. FY2025 free cash flow (FCF) stood at ¥1.6 billion. While cash flow from operating activities increased following strong performances primarily from UNIQLO operations, cash used in investment activities also increased after we moved cash on hand into highly secure investments and conducted some aggressive store and automated warehouse investments.

We will continue to pay stable and consistent dividends that mirror corporate performance, after thoroughly considering the operational funding required to expand future operations and improve earnings, and financial soundness. In FY2025, we paid a dividend of ¥500 per share (+¥100), with a dividend payout ratio of 35.4%.

## Cash Flow Information (billions of yen)

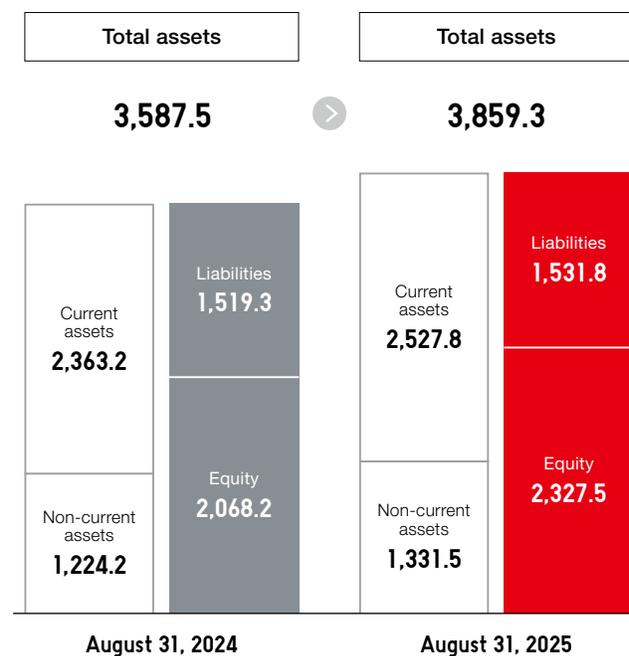


## A Solid Balance Sheet to Support Proactive Global Business

Total assets increased ¥271.7 billion to ¥3.8593 trillion at the end of August 2025. This was due to a ¥104.9 billion combined increase in cash and cash equivalents and other financial assets (highly secure investment securities and bank deposits with maturities of three months or longer) and a ¥147.0 billion increase in property, plant and equipment and right-of-use assets, following proactive investment in stores and automated warehouses primarily in Europe and North America. Inventories increased ¥36.4 billion. UNIQLO Japan and UNIQLO International inventories rose appropriately in line with strong sales. Total liabilities increased ¥12.5 billion to ¥1.5318 trillion due to higher lease liabilities. Total equity increased to ¥2.3275 trillion on a ¥290.3 billion increase in retained earnings.

Consequently, the ratio of equity attributable to owners of the Parent to total assets increased 2.7 points to 58.9%. We aim to keep that ratio at or above 50% in the medium-to long-term because a solid financial base is essential to achieve proactive management for future global growth.

## Balance Sheet (billions of yen)



## 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

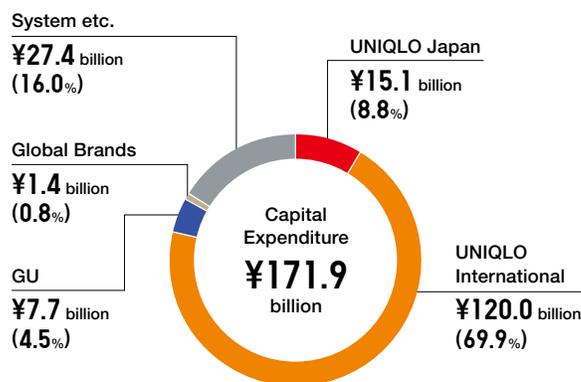
We are continuing to open high-quality stores worldwide, while also aggressively investing in systems to progress our automated warehouse network and Ariake Project objectives, and to expand operations.

Capital expenditure increased ¥59.7 billion to ¥171.9 billion in FY2025 (UNIQLO Japan: ¥15.1 billion, UNIQLO International: ¥120.0 billion, GU: ¥7.7 billion, Global Brands: ¥1.4 billion, and System etc. ¥27.4 billion). In addition to continued investment in new global store openings, automated warehousing in Europe, and systems investment, we conducted aggressive business growth investments, including the acquisition of 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. In FY2026, we expect capital expenditure will decrease by ¥45.5 billion to ¥126.3 billion as we have no current plans to acquire further flagship

while also prioritizing medium- to long-term business growth. In FY2025, ROE rose 0.8 points to 20.2%, a level that is well above the cost of capital. We will continue to pursue strong business expansion, while maintaining an ROE of 15% or higher.

store real estate. We plan to open 120 new UNIQLO International stores, 20 UNIQLO Japan stores, 18 GU stores, and 20 Global Brands stores.

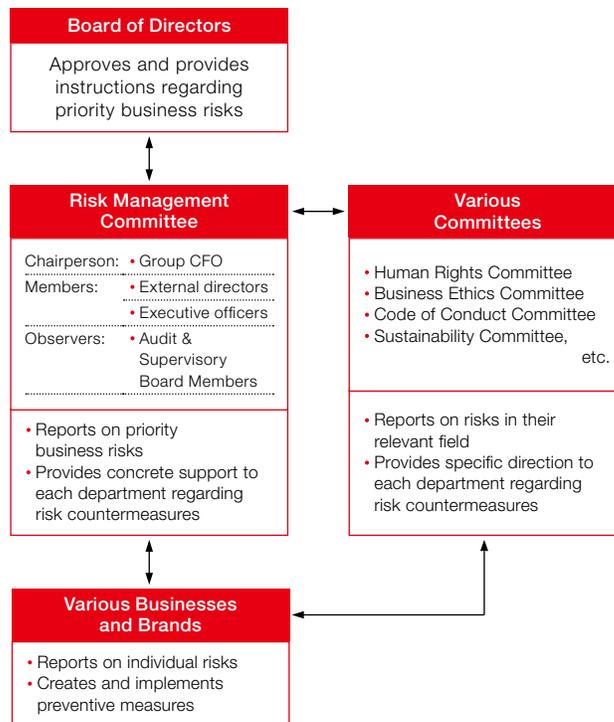
### FY2025 Capital Expenditure



## Seeking Sustainable Growth, Strengthening Risk Management Systems

Anticipating unforeseen risks, such as large-scale natural disasters, the leakage of customer information, or cyberattacks, 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 FY2025 to discuss ways of preventing recurrence of fraudulent internal incidents and unauthorized access of internal information systems by third parties, and how to generally fortify our management structures.

### Risk Management Framework



# FINANCIAL SUMMARY

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

|  | 2016       | 2017       | 2018       | 2019       |
|--|------------|------------|------------|------------|
| <b>For the year</b>                                  |            |            |            |            |
| Revenue  | ¥1,786,473 | ¥1,861,917 | ¥2,130,060 | ¥2,290,548 |
| Business profit                                      | 162,041    | 184,034    | 252,459    | 265,166    |
| Operating profit                                     | 127,292    | 176,414    | 236,212    | 257,636    |
| EBITDA*1   | 164,089    | 216,102    | 281,267    | 306,112    |
| Profit before income taxes                           | 90,237     | 193,398    | 242,678    | 252,447    |
| Profit attributable to owners of the Parent          | 48,052     | 119,280    | 154,811    | 162,578    |
| Net cash generated by operating activities           | 98,755     | 212,168    | 176,403    | 300,505    |
| Net cash (used in)/generated by investing activities | (245,939)  | 122,790    | (57,180)   | (78,756)   |
| Free cash flow*2                                     | (147,184)  | 334,958    | 119,223    | 221,748    |
| Net cash (used in)/generated by financing activities | 201,428    | (50,836)   | 198,217    | (102,429)  |
| Cash and cash equivalents*3                          | 385,431    | 683,802    | 999,697    | 1,086,519  |
| Depreciation and amortization                        | 36,797     | 39,688     | 45,055     | 48,476     |
| Capital expenditures                                 | 52,387     | 59,755     | 69,380     | 85,201     |

## At year-end

|                       |            |            |            |            |
|-----------------------|------------|------------|------------|------------|
| Total assets          | ¥1,238,119 | ¥1,388,486 | ¥1,953,466 | ¥2,010,558 |
| Total equity          | 597,661    | 762,043    | 902,777    | 983,534    |
| Interest-bearing debt | 283,465    | 281,512    | 544,502    | 513,405    |

## Reference indices

|  |      |      |       |       |
|--|------|------|-------|-------|
| Operating profit margin  | 7.1% | 9.5% | 11.1% | 11.2% |
| Ratio of profit to equity attributable to owners of the Parent (ROE) | 7.3  | 18.3 | 19.4  | 18.0  |
| Ratio of equity attributable to owners of the Parent to total assets | 46.4 | 52.7 | 44.2  | 46.7  |
| Debt-equity ratio  | 49.3 | 38.5 | 63.1  | 54.7  |
| Dividend payout ratio  | 74.3 | 29.9 | 29.0  | 30.1  |

## Per share data (actual yen, dollar amount)\*4

|   |         |         |         |         |
|---|---------|---------|---------|---------|
| Profit attributable to owners of the Parent (EPS) | ¥ 157.1 | ¥ 389.9 | ¥ 505.9 | ¥ 531.1 |
| Equity attributable to owners of the Parent       | 1,878.1 | 2,391.8 | 2,819.5 | 3,065.5 |
| Cash dividends                                    | 116.7   | 116.7   | 146.7   | 160.0   |

## 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 |
| Market capitalization (¥ billion, \$ million)*5      | ¥ 3,854.7   | ¥ 3,338.1   | ¥ 5,495.6   | ¥ 6,602.0   |
| Number of subsidiaries                               | 120         | 121         | 130         | 133         |
| Total number of stores                               | 3,160       | 3,294       | 3,445       | 3,589       |
| Total sales floor space (m <sup>2</sup> )*6          | 2,188,688   | 2,392,618   | 2,671,629   | 2,881,485   |
| Total number of employees*7                          | 43,639      | 44,424      | 52,839      | 56,523      |

\*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.

Millions of yen

Thousands of  
US dollars\*5

| 2020        | 2021        | 2022        | 2023        | 2024        | 2025               | YoY       | 2025                |
|-------------|-------------|-------------|-------------|-------------|--------------------|-----------|---------------------|
| ¥2,008,846  | ¥2,132,992  | ¥2,301,122  | ¥2,766,557  | ¥3,103,836  | <b>¥3,400,539</b>  | +9.6%     | <b>\$23,143,944</b> |
| 170,023     | 255,527     | 306,704     | 381,992     | 485,358     | <b>551,156</b>     | +13.6     | <b>3,751,148</b>    |
| 149,347     | 249,011     | 297,325     | 381,090     | 500,904     | <b>564,265</b>     | +12.6     | <b>3,840,368</b>    |
| 327,195     | 426,922     | 477,600     | 567,963     | 705,292     | <b>780,757</b>     | +10.7     | <b>5,313,809</b>    |
| 152,868     | 265,872     | 413,584     | 437,918     | 557,201     | <b>650,574</b>     | +16.8     | <b>4,427,788</b>    |
| 90,357      | 169,847     | 273,335     | 296,229     | 371,999     | <b>433,009</b>     | +16.4     | <b>2,947,048</b>    |
| 264,868     | 428,968     | 430,817     | 463,216     | 651,521     | <b>580,618</b>     | (10.9)    | <b>3,951,667</b>    |
| (75,981)    | (82,597)    | (212,226)   | (574,402)   | (82,231)    | <b>(578,922)</b>   | +604.0    | <b>(3,940,125)</b>  |
| 188,887     | 346,370     | 218,590     | (111,185)   | 569,290     | <b>1,695</b>       | (99.7)    | <b>11,541</b>       |
| (183,268)   | (302,985)   | (213,050)   | (364,562)   | (269,003)   | <b>(339,139)</b>   | +26.1     | <b>(2,308,168)</b>  |
| 1,093,531   | 1,177,736   | 1,358,292   | 903,280     | 1,193,560   | <b>893,239</b>     | (25.2)    | <b>6,079,354</b>    |
| 177,848     | 177,910     | 180,275     | 186,872     | 204,388     | <b>216,492</b>     | +5.9      | <b>1,473,440</b>    |
| 82,736      | 100,653     | 86,516      | 102,024     | 112,112     | <b>171,902</b>     | +53.3     | <b>1,169,963</b>    |
| ¥2,411,990  | ¥2,509,976  | ¥3,183,762  | ¥3,303,694  | ¥3,587,565  | <b>¥3,859,353</b>  | +7.6%     | <b>\$26,266,616</b> |
| 996,079     | 1,162,298   | 1,615,402   | 1,873,360   | 2,068,254   | <b>2,327,501</b>   | +12.5     | <b>15,840,883</b>   |
| 484,496     | 382,634     | 371,496     | 240,913     | 240,935     | <b>211,328</b>     | (12.3)    | <b>1,438,293</b>    |
| 7.4%        | 11.7%       | 12.9%       | 13.8%       | 16.1%       | <b>16.6%</b>       | +0.5 pts. | <b>16.6%</b>        |
| 9.5         | 16.4        | 20.4        | 17.5        | 19.4        | <b>20.2</b>        | +0.8      | <b>20.2</b>         |
| 39.7        | 44.5        | 49.1        | 55.1        | 56.2        | <b>58.9</b>        | +2.7      | <b>58.9</b>         |
| 51.0        | 34.5        | 23.9        | 13.3        | 12.0        | <b>9.3</b>         | (2.7)     | <b>9.3</b>          |
| 54.2        | 28.9        | 23.2        | 30.0        | 33.0        | <b>35.4</b>        | +2.4      | <b>35.4</b>         |
| ¥ 295.1     | ¥ 554.4     | ¥ 891.8     | ¥ 966.1     | ¥ 1,212.9   | <b>¥ 1,411.4</b>   | +16.4%    | <b>\$ 9.6</b>       |
| 3,122.9     | 3,643.5     | 5,094.0     | 5,939.3     | 6,574.1     | <b>7,408.7</b>     | +12.7     | <b>50.4</b>         |
| 160.0       | 160.0       | 206.7       | 290.0       | 400.0       | <b>500.0</b>       | +25.0     | <b>3.4</b>          |
| 318,220,968 | 318,220,968 | 318,220,968 | 318,220,968 | 318,220,968 | <b>318,220,968</b> | —         | <b>318,220,968</b>  |
| ¥ 6,712.3   | ¥ 7,692.5   | ¥ 8,692.7   | ¥ 10,654.0  | ¥ 14,845.0  | <b>¥ 14,803.6</b>  | (0.3)%    | <b>\$ 100,753</b>   |
| 134         | 130         | 128         | 125         | 104         | <b>68</b>          | (36)      | <b>68</b>           |
| 3,630       | 3,527       | 3,562       | 3,578       | 3,595       | <b>3,570</b>       | (25)      | <b>3,570</b>        |
| 3,047,360   | 3,207,524   | 3,384,189   | 3,432,982   | 3,572,010   | <b>3,633,676</b>   | +1.7%     | <b>3,633,676</b>    |
| 57,727      | 55,589      | 57,576      | 59,871      | 60,454      | <b>59,522</b>      | (932)     | <b>59,522</b>       |

\*5 Calculations are based on the closing share price of ¥46,520 at the end of August 2025 and an exchange rate of ¥146.9 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.