

UNIQLO large store development

Naoki Otoma

Senior Vice President & COO, UNIQLO CO., LTD.

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UNIQLO large stores – new stores

New store opening	Actual	
	Before end Aug 06	During yr to Aug 07
No. of new stores	7	21
Total No. of stores	7	28

(Units:stores)

Breakdown by store type

Urban roadside	2	7%	} 82%
Urban commercial facilities	14	50%	
Suburban commercial facilities	9	32%	
Roadside	3	11%	
Total	28 stores	100%	

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Current awareness & future issues

Current awareness

- New store openings in commercial facilities are promising thanks to the rush coming on line at large-scale commercial outlets built in relation to the “Three rules of revised urban planning”
- Urban roadside stores have received a much more positive response than originally expected, and have proved they can earn a stable profit.
- The securing of large stores sites (1,600sqm class) is favorable.

Future issues

- It is true that it has taken longer to procure roadside properties than we originally anticipated.
- Ensure we can open the next domestic flagship store and large 3,300sqm class stores.

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Business efficiency at large UNIQLO stores

Current situation

- Sales efficiency per square meter as expected
UNIQLO target ¥250,000 per tsubo(3.3sqm)/month
 - Large stores ¥240,000
 - Standard-format stores ¥252,000
- Equals or exceeds regular stores on gross margin
(Internally managed basis)
 - Large stores 47.8%
 - Standard-format stores 46.8%
- Store personnel cost to sales(%) varies greatly per store
Working to standardize this below 10%
 - Large stores 11.0%
 - Standard-format stores 8.7%

The large store figures are based on a total of 17 stores: the average of stores opened by end December 2006
(Floor space image) Large stores: 500 tsubo class(= 1,600 sqm)
Standard-format stores: 200 tsubo class(= 700 sqm)

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UNIQLO large store sales efficiency

Future challenges

- **Sales expansion**
 - Improve product make (revise on performance)
 - Introduce products to suit sales volume, store characteristics, etc.

- **More efficient personnel costs**
 - Establish set man hour standards according to sales volume
 - Expand sales volume

- **Reduce equipment expenses**
 - More fixed rent stores (more new roadside stores)
 - Reduce construction, refurbishment, equipment costs by standardizing store design and increasing number of new stores

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UNIQLO large stores – future stores

Opening	Actual		Planned		
	Before Aug 06	Yr to Aug 07	Yr to Aug 08	Yr to Aug 09	Yr to Aug 10
No. of new stores	7	21	40	40	40
Total stores	7	28	68	108	148

(Units:stores)

New store policy

- **Accelerate new stores in existing large-scale commercial facilities**
 - Along with facility renewal plans

- **Concentrate on new roadside stores from Yr to Aug 08**
 - 10-20 roadside stores a year

- **Realize subsequent global flagship store openings**
 - With one in central Tokyo by 2010

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UNIQLO predicted/confirmed new large stores

Yr to Aug 08	Full year	1H	2H	(Units:stores)
Predicted new stores (confirmed, agreed stores)	40 (24)	10 (10)	30 (14)	

Confirmed new store openings in 1H

Store name (tentative)	Location	Shop floor (subo)	Opening date (tentative)	Store type
Dreamtown Aomori Yamada store	Aomori pref.	400	Sep. 07	Store in suburban SC
Vesta Sayama store	Saitama pref.	500	Oct. 07	Store in suburban SC
Frespo Yamagatakitata store	Yamagata pref.	440	Oct. 07	Store in suburban SC
AEON Niigataminami store	Niigata pref.	435	Oct. 07	Store in suburban SC
AEON Tottorikita store	Tottori pref.	410	Oct. 07	Store in suburban SC
AEON Kagoshima store	Kagoshima pref.	406	Oct. 07	Store in suburban SC
mina Tsudanuma store	Chiba pref.	518	Nov. 07	Store in urban SC
Nishinomiya Imazu store	Hyogo pref.	490	Nov. 07	Store in suburban SC
APITA TOWN Kanazawa bay store	Ishikawa pref.	560	Nov. 07	Store in suburban SC
TRESSA Yokohama store	Yokohama, Kanagawa pref.	495	Dec. 07	Store in suburban SC