

FAST RETAILING & UNIQLO Strategy Highlights

Naoki Otoma

Senior Vice President, FAST RETAILING CO., LTD.



Global One

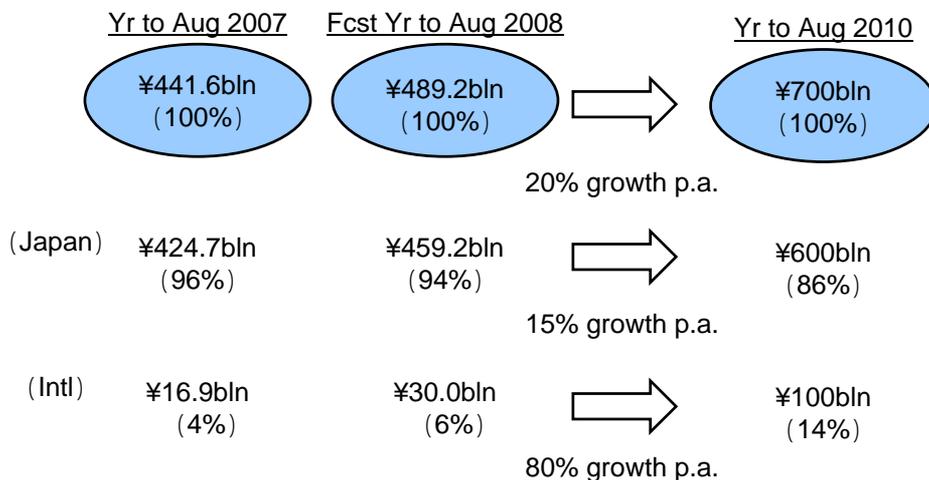
**Manage using best practices in the world
as one, united corporate group across the globe.**

- **Make UNIQLO global**
 - From Japan No. 1 to Asia No. 1
 - Aiming for the world No. 1
 - Global One UNIQLO support structures

- **Fundamental reform of Japan Apparel operation**
 - Establishing GOV RETAILING
 - Create a second, third UNIQLO-style success

¥700bln UNIQLO sales in FY 2010

UNIQLO operation growth target



3

UNIQLO – Japan No.1 to Asia No.1

- **Accelerate store openings in China, S. Korea**
 - Realize 100 store network as soon as possible
- **Begin opening stores in Singapore**
 - Established new company in August 2008
Company name: UNIQLO (SINGAPORE) PTE.LTD.
 - Plan to open first store in Spring 2009
- **Evaluate possible move into Indian market**
 - Begin market research in year to August 2009

4

UNIQLO – Aiming for the world No.1

- **Open global flagship store in Paris, France**
 - Autumn 2009 on rue Scribe in central Paris
 - 2150sqm large-format global flagship store
 - New foothold in Europe after London flagship stores
- **Prepare to enter the Russian market**
 - Set up preparatory unit to realize early market entry

5

Global One UNIQLO – platform

- **Globalize production**
 - **Global store development, global production**

Focus production increases in other regions outside of China.
Eventual target for one third of production outside China.
 - **Expand scale of production in Vietnam**
 - **Sep 08; Established production mgt office in Bangladesh**
 - **Yr to Aug 09: Studying potential for production in India**
- **Strengthen women's wear**
 - **Increase women's wear ratio from just over 40% to 60%**
- **Boost large store efficiency, accelerate openings**
 - **Improve sales efficiency at existing large-format stores**

Yr to Aug 07
¥170,000*

Yr to Aug 08
¥210,000

Yr to Aug 09
¥230,000

Yr to Aug 2010
¥250,000

*per month
/tsubo(3.3sqm)

- **Open large stores worldwide as global engines of growth**

Global One UNIQLO – platform

■ Global merchandising

- Create product lineups that only UNIQLO can offer, and offer all over the world.

Products to fulfill latent customer needs

e.g. Big hit ranges such as HEATTECH, BRA TOP, Bottoms, etc.

Perfected high quality fashion basics

■ Global marketing

- Create a Global One information-driven apparel retailer

One global brand message

One global means of communication

Promotion advertising, PR, press, new media (Web), etc.

7

Japan Apparel restructuring

■ GOV RETAILING CO., LTD.

- Established September 1, 2008
- Create new-style footwear, low-cost clothing operations
- Structure organization to interlock functions with UNIQLO & FR
- Merger to generate management rationalization
 - Merge common functions (Production, MD, sales, marketing, admin)
 - Merge head offices in October in Kudanshita, Tokyo
- Newly formed brand concepts
 - Maintain former brand and store names for time being

■ Create a second, third UNIQLO-style success

- Create sound apparel-retailer models that can generate profits on a par with UNIQLO in footwear and low cost clothing (GOV), and women's wear (CABIN).

8