



FAST RETAILING

Creating the World's No. 1 Casual Clothing Company

- Achieve sales of JPY 1 trillion and an ordinary income margin of 15% in 2010
- Develop a grand design for business operations and implement business structural reform
- Push for globalization and group integration, and put entrepreneurial values into practice
- Build a large, innovative company that grows quickly and is highly profitable

Confirming Our Competitive Advantages and Redefining the Business

Timely, Innovative, High Quality, Affordable

- Change the way we plan, manufacture and sell innovative items that match the times
- Raise our standards for each item
- Increase the range of variations for single items

Become a new kind of Japanese company that offers everyone the chance to wear quality casual clothing

Manufacture excellent products

Communicate product information and images through the media, and make those products available to customers in stores

Set up sales floors where products are sold in large quantities

World-Class Quality

Achieve World-Class Quality (Highest Possible Level)

- Turned highly marketable ideas into products the world had yet to see, while making the world's best merchandise available to consumers
- Developed highly functional, innovative clothing that transcends conventional wisdom
- Made luxury items affordable to everyone
- Offer essential, everyday items by matching them with the times better than any other brand in the world, while incorporating innovative world-class elements and the best quality and style in the world
- Offer customers products that will enrich their lives

UNIQLO will become a global brand that will offer everyone in the world the chance to enjoy wearing truly great clothing

FR and UNIQLO's Targets

Become the World's No. 1 Apparel
Manufacturer and Retailer

Net sales of JPY 5 trillion and ordinary income of
JPY 1 trillion in 2020

From 2016 onward: Annual
growth of JPY 0.5 trillion

<Targets>

2015: JPY 1.7 trillion
(JPY 0.4 trillion increase)

2013: JPY 1.3 trillion
(JPY 0.3 trillion increase)

2012: JPY 1 trillion
(JPY 0.2 trillion increase)

Infrastructure to Increase Sales by JPY 500 billion Per Year

To achieve a net sales increase of JPY 500 billion per year:

- Open 300 stores that will each generate annual net sales of JPY 2 billion per year
- Develop 1,500 store managers each year who have the ability to work internationally



A Brand with the Largest Presence in the World's Major Cities

New York, Paris, London, Tokyo, Berlin, Milan,
Los Angeles, San Francisco, Chicago, Shanghai,
Beijing, Hong Kong, Seoul, Singapore,
Rio de Janeiro, Buenos Aires....

Becoming Asia's No. 1 Brand

To Become the No. 1 Brand in Asia:

- Open flagship stores in major cities in key Asian markets
- Beijing, Shanghai, Hong Kong, Taipei, Seoul, Kuala Lumpur, Bangkok, Jakarta, Manila, Ho Chi Minh

Become No. 1 in Asia to Become No. 1 in the World

- Become the No. 1 brand in Japan by far
- The region that encompasses China and India offers the world's biggest growth opportunities
- Become Asia's No. 1 brand and then become the world's No. 1 brand

Winner takes all

Create a New Company with Associates all over the World

Employees and senior executives around the world share our management principles and values and manage the company in the best way possible, as if they belonged to a team

Global Headquarters in Tokyo

Establish regional head offices in four cities:

- Set up regional head offices in New York, Paris, Shanghai and Singapore
- Create an FRMIC and UNIQLO University in every regional head office
- Hire a large number of employees, including staff who are expected to become executives, and cultivate them early

Opening a Large Number of Stores Throughout the World

Aim to Open 200 to 300 Stores Worldwide Each Year

<Targets>

China	100 stores
South Korea	50 stores
Taiwan	30 stores
ASEAN countries	100 stores
Europe and the U.S.	20 stores

Increase the Number of Production Bases

As the Company Expands its Operations, it will set up Production Bases throughout the world:

- Build large production bases in countries other than China
- Bangladesh, Vietnam, Indonesia, and Cambodia
- Plan to start full-fledged production in India
- Build a production system that will manufacture five billion articles of clothing per year by 2020

UNIQLO Japan

- Open flagship stores in Ginza, Shinjuku, Shibuya, Harajuku, and Ueno
- 100 mega stores (around 3,300 square meters)
- 200 large-scale stores (around 1,600 square meters)
- 500 mid-scale stores (around 1,000 square meters)
- 200 small-scale stores and locations in railway stations
- Adopt a scrap-and-build approach
- Build a brand that is clearly No. 1 in Japan through global marketing and sales initiatives
- Promote PR activities that are linked to overseas PR initiatives

UNIQLO in China and South Korea

- Develop a JPY 100 billion business in each country within two to three years
- China: Ultimately a JPY 1 trillion business
- South Korea: Ultimately a JPY 200 billion business
- Achieve a high operating income margin of over 15%
- Function as bases to supply human resources throughout the world

UNIQLO in the ASEAN Countries, Europe and the U.S.

In the ASEAN Countries

- Set up a regional head office in Singapore and make it a hub for the entire region
- Open a large number of stores in Malaysia, Thailand, Indonesia, the Philippines and Vietnam
- Consider opening stores in India, Australia and New Zealand

In Europe and the U.S.

- Open flagship stores and large-size stores in New York, Paris, and London.
- Become the No. 1 brand in New York, Paris and London
- Open stores in other major cities in Europe and the United States

Branding

Branding: The Key To Future Global Growth

Customers buy clothing not only because of its specifications, performance, or functions, but also because of the emotions and empathy they have for the brand

Which company made and sold these items?

Why is it selling these items?

What kind of people do shoppers want to buy from?

What kind of items do they want to buy?

A Great Company

People want to buy excellent items from wonderful sales clerks at fantastic stores run by great companies managed by top-notch people

A brand consists of all corporate activities

Are all employees selling truly great clothing in the right environment?

Global Operations

Who we are / where we are going

- A brand that represents Japan in the world
- A brand that represents clothing
- Customers want to buy from the best company
- They want to buy the best items at the best stores
- The strengths of Japan
- Innovative technologies
- The world's best quality
- Meticulousness
- Service at stores
- Item-by-item management

UNIQLO Clothing: MADE FOR ALL

UNIQLO is the elements of style

UNIQLO is a toolbox for living

UNIQLO is clothes that suit your values

UNIQLO is how the future dresses

UNIQLO is beauty in hyperpracticality

UNIQLO is clothing in the absolute

Global Brands

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- Aim to generate net sales of JPY 50 billion this fiscal year
- Open 50 stores every year
- Open new stores in the ASEAN countries in the near future

Theory

- Net sales of JPY 100 billion
- Launch full-fledged operations in Europe and Asia
- Turn it into a global brand

COMTOIR des COTONNIERS and Princesse Tam.Tam

- In Europe and France in particular, lay the foundations to turn them into global brands

CSR Initiatives

- All-Product Recycling Initiative
- Grameen UNIQLO
- Employ people with disabilities
- Provide assistance and contribute to reconstruction efforts in the parts of Japan that were affected by the earthquake and tsunami
- Momo-Kaki Orphans Fund
- Special Olympics

Mission Statement

**Changing clothes.
Changing conventional wisdom.
Change the world.**



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