## FAST RETAILING

is a global company operating multiple fashion brands including UNIQLO, GU and Theory. The world's third largest manufacturer and retailer of private label apparel, Fast Retailing offers high-quality, reasonably priced clothing by managing everything from design and production to retail sales. UNIQLO is our pillar brand—it boasts 1,920 stores in 18 countries and regions (FY2017), and is loved the world over for its high-quality, affordable basic casualwear. UNIQLO's heartfelt mission is to create ultimate-comfort LifeWear that enriches people's lives. The brand differentiates itself by offering clothing made from superior materials at reasonable prices, and developing products using original high-functioning fabrics such as HEATTECH and Ultra Light Down. The Group's main sources of UNIQLO-driven growth are moving beyond Japan to Greater China (Mainland China, Hong Kong, Taiwan) and Southeast Asia. GU, the Group's second pillar operation, continues to grow and solidify its position as a fun, low-priced fashion brand. In terms of corporate identity, Fast Retailing is working hard to reform its entire supply chain and transform itself into a "digital consumer retail company" that can effectively turn information into products, and swiftly respond to evolving customer needs. Fast Retailing is actively involved in social activities related directly to clothing, and it works to ensure responsible procurement by fostering manufacturing environments that respect human rights and have minimal impact on the environment. Fast Retailing is striving to become a corporate group that harnesses the power of clothing to help create a more sustainable society.



Fast Retailing Group corporate philosophy: Changing clothes. Changing conventional wisdom. Change the world. (Designed by calligrapher Hakuju Kuiseko)





## EVOLVING CLOTHES, EVERYDAY COMFORT

## CONTENTS

- 06 MESSAGE FROM THE CEO
- 08 CEO INSIGHTS
- 18 FISCAL 2017 BUSINESS PERFORMANCE
- 20 FISCAL 2017 FINANCIAL HIGHLIGHTS
- 22 CORPORATE GOVERNANCE
- 26 THE UNIOLO BUSINESS
- 36 UNIQLO GLOBAL PRESENCE

- 44 WHAT'S NEW AT UNIOLO
- 46 GLOBAL BRANDS
- 50 SUSTAINABILITY
- **60 FINANCIAL INFORMATION**
- 68 HISTORY
- 70 INVESTOR INFORMATION
- 71 CORPORATE INFORMATION



