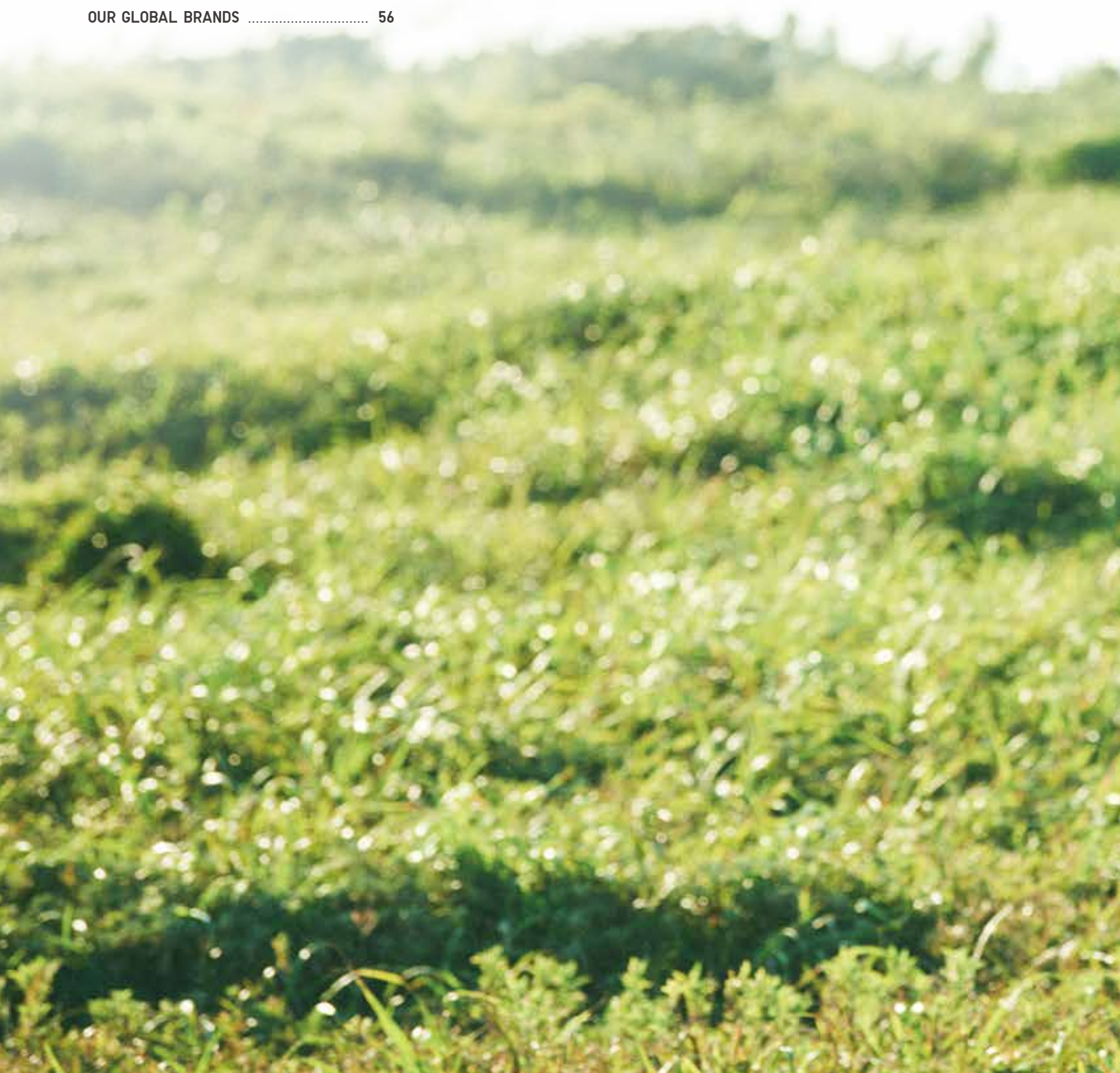


CONTENTS

MESSAGE FROM OUR CEO	08	FY2020 BUSINESS PERFORMANCE	58
SUSTAINABILITY	20	FY2020 FINANCIAL OVERVIEW	60
ENVIRONMENT	22	FINANCIAL INFORMATION	62
SOCIAL	24	FINANCIAL SUMMARY	62
GOVERNANCE	28	CFO MESSAGE	64
UNIQLO BUSINESS	34	RISK FACTORS	68
UNIQLO BUSINESS MODEL	36	HISTORY	70
UNIQLO GLOBAL PRESENCE	42	INVESTOR INFORMATION	72
UNIQLO TOPICS	50	CORPORATE INFORMATION	73
GU BUSINESS	54		
OUR GLOBAL BRANDS	56		



UNIQLO's highly functional outerwear is perfect for everyday life, or an outdoor excursion. On the left is a hybrid down parka that combines premium down with moisture-absorbing thermal padding developed jointly with Toray Industries, for both warmth and style. On the right is our windproof fleece long-sleeve full-zip hoodie made from boa fleece coated with a soft windproof film.





Our seamless down range is warm because wind cannot easily penetrate the garments. The secret to seamless down's popularity also lies in its durable, water-repellant finish and stylish silhouette.

Fast Retailing, the LifeWear Company

Fast Retailing seeks to deliver the joy, happiness, and satisfaction of wearing great clothes to all people worldwide. Our corporate philosophy is: Changing clothes. Changing conventional wisdom. Change the world. As the world's third-largest manufacturer and retailer of private-label apparel in terms of sales, Fast Retailing operates multiple fashion brands including UNIQLO, GU, and Theory. UNIQLO, the Group's pillar brand, generated approximately ¥1.65 trillion in annual sales from 2,252 stores in 25 countries and regions in FY2020. Driven by our LifeWear concept for ultimate everyday clothing, UNIQLO offers unique products made from high-quality, highly functional materials at reasonable prices by managing everything from procurement and design to production and retail sales. The main drivers of UNIQLO growth have expanded beyond Japan to Greater China (Mainland China, Hong Kong, and Taiwan) and Southeast Asia. Meanwhile, our fun, low-priced GU fashion brand is generating annual global sales of approximately ¥250 billion, primarily in Japan.

In terms of our broader strategy, the entire Fast Retailing Group is currently pressing ahead with the Ariake Project, which seeks to transform the apparel industry into a new digital retail industry that focuses on the commercialization of information. We are leveraging various advanced technologies to build a seamless supply chain connecting Fast Retailing and our partner factories, warehouses, and stores worldwide. This Ariake Project transformation also seeks to achieve greater sustainability, through initiatives that minimize the environmental impact of our business and create a manufacturing environment that upholds human rights. Fast Retailing is driven by a passionate desire to harness the power of clothing to enrich the lives of people around the world and create a more sustainable society.

In this report, ¥ denotes Japanese yen.





LifeWear, Making Life Better

Our knitwear, made from advanced materials, offers both outstanding comfort and design. This fluffy soft mock neck sweater and straight pants outfit is great at home or outside on a quick errand.



LifeWear, for Sustainability

In our stores, we collect clothing that customers no longer wear, and deliver it to people in need through our All-Product Recycling Campaign. Together with the UNHCR, we delivered clothing to refugees in Malawi in 2020.