





This light, warm blanket features padding with a voluminous feel and a soft fleece lining. Despite its impressive 170 cm x 90 cm size, it fits neatly into its accompanying travel bag, making it perfect for outdoor use.

Fast Retailing Integrated Report 2021

Contents

08	MESSAGE FROM OUR CEO
20	SUSTAINABILITY
40	UNIQLO BUSINESS
42	UNIQLO BUSINESS MODEL
48	UNIQLO EXPANDS GLOBALLY
54	GLOBAL E-COMMERCE
56	UNIQLO TOPICS
58	GU BUSINESS
60	OUR GLOBAL BRANDS
62	FY2021 BUSINESS PERFORMANCE
64	FY2021 FINANCIAL OVERVIEW
66	FINANCIAL INFORMATION
66	FINANCIAL SUMMARY
68	CFO MESSAGE
72	RISK FACTORS
74	HISTORY
76	INVESTOR INFORMATION
77	CORPORATE INFORMATION





A Better Future

LifeWear = Sustainability

Fast Retailing is working to develop a sustainable society through the power of clothing, so that we can deliver a better future to the children of today and tomorrow. We deliver the joy, happiness, and satisfaction of wearing truly great clothing to all people, everywhere.

These children are sporting fluffy yarn fleece full-zip jackets that envelop the wearer in cozy warmth. Since 2021, these jackets for women and kids contain 30% recycled material from used plastic bottles. This builds on the success of our menswear jacket in this line, launched previously.

Caring for Our Planet

LifeWear = Sustainability

Fast Retailing makes high-quality, long-lasting clothing. We seek to eliminate all forms of waste, using resources efficiently to minimize the impacts of our business on the environment and to help create a circular society.

UNIQLO offers a full range of jeans, from relaxed-fit to leg-hugging styles. To lighten the load on the environment, we use our BlueCycle technology, which reduces the amount of water used in the finishing process by as much as 99%.*

*Comparing 2018 men's regular fit jeans with similar products from 2017. The amount of water reduction varies by product.





Fast Retailing, the One and Only LifeWear Company

Fast Retailing is, in terms of sales, the world's third-largest manufacturer and retailer of private-label apparel, operating multiple fashion brands including UNIQLO, GU, and Theory. Our LifeWear concept for ultimate everyday clothing focuses on creating simple, high-quality clothes that meet daily needs and enrich people's lives everywhere. UNIQLO, the Group's pillar brand, generated ¥1.7727 trillion in annual sales from 2,312 stores in 25 countries and regions in the year ending August 31, 2021 (FY2021). UNIQLO can offer unique products made from high-quality, highly functional materials at reasonable prices because it manages everything from procurement and design to production and retail sales. Big engines of UNIQLO growth can now be found outside Japan, in the Greater China region (Mainland China market, Hong Kong market, and Taiwan market), the Southeast Asia region, and the Europe and North America regions. Meanwhile, our fun, low-priced GU fashion brand generated annual sales of ¥249.4 billion, primarily in Japan.

In terms of our broader strategy, the entire Fast Retailing Group is currently pressing ahead with the Ariake Project, which is driving our transformation into a new digital consumer retailing company. We are leveraging advanced technologies to engage with customers and to connect our partner factories, warehouses, stores, and e-commerce operations worldwide in a seamless supply chain. This boosts customer satisfaction by offering products with impeccable timing. We are also minimizing the environmental impacts of our business activities, building a supply chain that protects human rights and worker health and safety, developing circular products, and proactively addressing social issues.

Fast Retailing is contributing to a more sustainable society based on our corporate philosophy: Changing clothes. Changing conventional wisdom. Change the world. We do that by creating LifeWear that offers people everywhere the joy, happiness, and satisfaction of wearing truly great clothes.





Our ultra warm hybrid down coat boasts a triple-layer structure: an aluminum lining, down, and insulation padding. This locks in body heat to create the warmest outerwear item in our women's down range. And the clean, vertical silhouette is very stylish.