

# LifeWear

## Our Philosophy

### LifeWear, Constantly Evolving

Our LifeWear concept is at the core of all clothing that the Fast Retailing Group brings to customers. These daily clothing essentials have the power to enrich lives and improve society. LifeWear is constantly evolving with the times through high-quality materials, beautiful and simple designs, and minute attention to detail. LifeWear stems from the careful consideration of different people's lives worldwide, and as a result, it will continue to be indispensable in the future.

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# Our History

The development of Fast Retailing and LifeWear has been fueled by our founding belief that great clothes should be simple, functional, and constantly evolving in order to increase customer comfort. Here, we tell the story of Fast Retailing’s journey so far and our aspirations for the future.



## 1<sup>st</sup> Frontier >>>>

1984–2004

**Creating a place full of things you want to buy as a basis for UNIQLO business**

In 1984, in Hiroshima, Fast Retailing opened the first UNIQLO store, a sort of “casual wear warehouse.” It was a great success, but the underlying model—buying products from manufacturers in bulk to sell at low prices—reached its limit in just two years. In 1987, we switched to a specialty retailer of private-label apparel (SPA) model that combined manufacturing and retailing, allowing us to offer the products that customers really wanted. We maintained quality, kept prices low, and generated new value by controlling everything ourselves, from production management to retail. We changed conventional clothing wisdom with our fleece, HEATTECH, and Bra Top ranges, and established the fundamental elements of UNIQLO’s customer-centric business, commitment to quality, and stunning displays.

## 2<sup>nd</sup> Frontier >>>>

2005–2012

**Full-fledged expansion into international markets to become a global brand**

The year 2005 marked the true beginning of our development into a global brand. Our first store outside Japan opened in London in 2001, but while initially crowded, it quickly lost momentum. Progress stalled until our breakthrough in 2005, in Hong Kong and Shanghai. The subsequent 2006 opening of the UNIQLO Soho New York Global Flagship Store proved a triumph, aided by our purposeful highlighting of the Japanese origin of UNIQLO and its connection to Japanese culture. That success solidified our global flagship store strategy. By opening new global flagship stores in major cities, including London, Paris, and Shanghai between 2006 and 2010, our international expansion journey began in earnest.

## 3<sup>rd</sup> Frontier >>>>

2013–2022

**Creating a new industry based on the LifeWear concept**

In 2013, we unveiled the LifeWear concept, accelerating our global expansion and challenging conventional clothing wisdom. LifeWear goes beyond seeing clothes as products, to create a new kind of industry that encompasses the way clothes are manufactured, sold, and used after their initial purchase. In 2016, we launched our Ariake Project to help perfect LifeWear. Subsequent supply chain and companywide reforms helped establish the foundations for a digital consumer retail company. This utilizes customer feedback to produce and sell the exact volume of the specific products that customers want, exactly when they want them. The end of each new frontier period was marked by a tripling of revenue, as affinity for LifeWear expanded worldwide.

## 4<sup>th</sup> Frontier >>>>

2023–

**Striving to make UNIQLO the best-loved global brand**

UNIQLO International’s revenue exceeded 50% of Group revenue for the first time in FY2023. With the foundations now in place to promote a continued expansion in North America and Europe, we are well positioned to become a truly global brand. This fourth frontier is about strengthening global expansion and providing high-quality products to support comfortable daily living for all. We aim to establish UNIQLO as a trusted brand that anyone can confidently purchase from anytime, anywhere. We want our success to contribute to the prosperity of society, which is why we make social contribution an integral part of our business model. The ultimate goal is to become the best-loved, No. 1 brand among customers worldwide.



What is MADE FOR ALL?

Everyone’s Clothing of Choice

Food, clothing, and shelter: three essential needs. Clothing is part of the essential fabric of our lives. Our LifeWear clothes are simple. That is because we want to highlight the individuality of wearers, rather than highlight the clothing. We view clothes as component of personal style that the wearer can mix and match at will. LifeWear is a new type of clothing created by the values of the wearer, not the manufacturer. This timeless clothing concept means that LifeWear is popular with different people, regardless of age, gender, or location. We seek to make LifeWear accessible to our customers, and to ensure it enriches daily life.

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Our MADE FOR ALL Ethos

We offer excellent clothes that everyone will want to wear. Our inclusive apparel transcends individual differences. This is the idea behind our MADE FOR ALL ethos.



Affordable Clothes for All

LifeWear is based around our customers. We strive each day to deliver clothes to customers in the most convenient and efficient way possible. That means offering the right products at the right time, place, quality, and price. We can sell our simple products to customers at reasonable prices because of those products’ wide appeal. We capitalize on economies of scale to purchase high-quality materials at reasonable prices. This allows us to pass on this quality and these savings to customers. We are also implementing supply chain and workstyle reforms through our Ariake Project, which will make our clothing even more accessible for people everywhere.

Growing Global Support for Our Clothes

LifeWear is currently sold across the Fast Retailing Group in 27 markets (as of November 2024). Upholding diverse values and respecting local history and culture is part of who we are. We aim to make clothes that are useful to local people and improve the comfort of their lives. We value individuality and different ways of thinking. That approach has facilitated the creation of clothing that is MADE FOR ALL. LifeWear is enjoying growing global support because it enables people to choose well-fitting, comfortable clothes that suit their changing lifestyles. We aim to bring LifeWear that meets the needs of our times to even more people worldwide.



# LifeWear: Built on Trust

We develop truly good clothes based on customer needs that offer new types of value. Our LifeWear is created through cooperative relationships with like-minded partner factories and fabric manufacturers.

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## Unmatched Trust With Production Partners

We began designing, developing, and manufacturing our own products in 1987. Ever since, we have considered our partnerships with trusted production facilities to be a major asset. Our team of expert *Takumi* artisans have expertise in Japanese textiles. They work hard to improve product quality by providing on-site technical guidance to production partners. This guidance builds strong bonds of trust. Direct employee visits, which promote workplace safety and ensure product quality, are essential to building win-win relationships with production partners. By cooperating with our partners on responses to climate change and working to uphold human rights, we will continue to improve LifeWear together.

## Cooperative Strategic Partnerships

Another LifeWear strength lies in our cooperation with leading companies and individuals who share our philosophy and aspirations. We have successfully developed new materials and created inimitable and competitive products by collaborating with companies that possess advanced materials development technology. Since entering a strategic partnership with Toray Industries in 2006, we have created multiple hit ranges including HEATTECH, AIRism, Ultra Light Down, and PUFFTECH. Customers also love UNIQLO's 3D KNIT range made using WHOLEGARMENT® technology developed with SHIMA SEIKI MFG, and they look forward to our collaborations with designers from across the globe.

## How We Perfect LifeWear

### Customer-centric Clothes Creation

Our LifeWear concept encompasses more than just the clothing product. It is about creating a new kind of industry that involves the manufacture and sale of clothing, an exciting shopping experience for customers, and the reusing, recycling, and upcycling of clothes. We utilize our e-commerce operation, and the information network from our over 3,500 stores worldwide, to quickly grasp customer needs so we can plan, develop, make, and sell the products that people really want. By connecting directly with customers and promoting close two-way communication, we create products inspired by customer needs and desires. The creation of LifeWear has pioneered a new kind of digital consumer retail company.



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## A New Industry of Growth and Sustainability

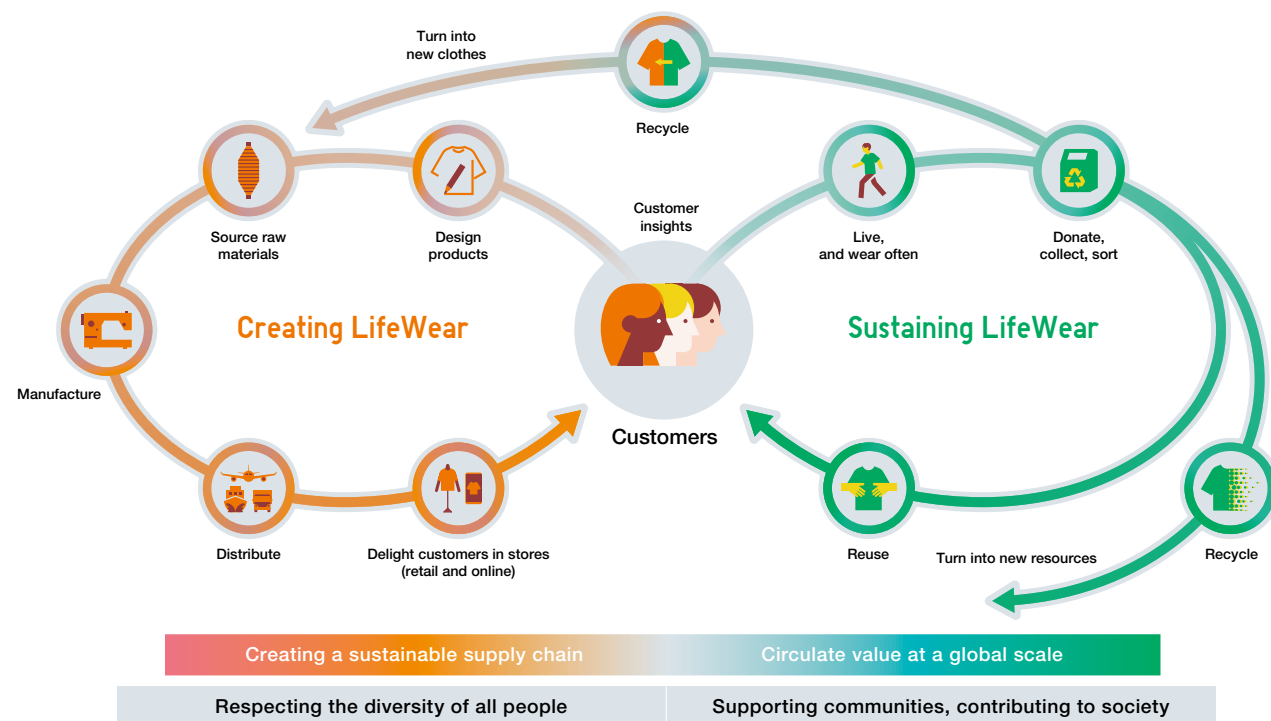
Our LifeWear concept is not based solely on clothes as products. It also encompasses the creation of a new kind of industry that extends from the production of clothes to the recycling and upcycling of those clothes after they are no longer needed.



We collect pre-loved clothing from our customers. These items are donated to refugees, internally displaced persons, and other people in need.

LifeWear  
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Fast Retailing's New Clothing  
Business Model



More details on p. 48. to p.73

### Supporting a Sustainable Society

We are convinced that continuing to place value on our LifeWear concept will help both to create a sustainable society and to grow our business.

The process of creating LifeWear encourages reducing waste wherever possible by making and selling only the items that customers really need. We aim to establish a manufacturing framework with low environmental impact by reducing greenhouse gas emissions and waste in all processes, from production through transportation and retail.

We are also strengthening our commitment to human rights throughout our supply chain, and we hope that doing so will bring our customers greater peace of mind.

In addition, we take responsibility for clothes even after they are sold by developing innovative reuse, recycle, and upcycle services and technologies for sustaining LifeWear. To help solve increasingly complex social issues, we will globally expand our contributions to society through our clothing business and diversity initiatives.

By establishing a circular economy for clothing, we intend to create a richer, more sustainable society. This goal is based upon the LifeWear values of respecting the diversity of all people, supporting communities, and contributing to society. We will continue to build a better future through the power of clothing.



Our RE.UNIQLO STUDIO booths help you enjoy your favorite clothes for even longer by offering in-store repair and refashion services.