

# LifeWear

*Our Philosophy*

## LifeWear, Constantly Evolving

Our LifeWear concept is central to all clothing that the Fast Retailing Group offers. LifeWear is constantly evolving in response to changing customer needs, with a great deal of attention being paid to high-quality materials, beautiful and simple designs, and minute details that make clothes more comfortable and functional. Our daily clothing essentials have the power to enrich lives and improve society. LifeWear stems from the careful consideration of different people's lives worldwide, and that is why it will continue to be indispensable.



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*Growing Together With*

# LifeWear

## The Source of Our Global Expansion

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.

### 1st Frontier

1984—2004

UNIQUE CLOTHING WAREHOUSE



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

In 1984, Fast Retailing opened the first UNIQLO store in Hiroshima as a sort of “clothing 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 two years. In 1987, we switched to a specialty retailer of private-label apparel (SPA) model that combined manufacturing and retailing, letting us offer products that customers really wanted. We maintained quality, kept prices low, and generated value by controlling everything ourselves. We changed conventional clothing wisdom with our fleece, HEATTECH, and Bra Top ranges, and established the fundamental elements of UNIQLO's MADE FOR ALL ethos: customer-centric business, commitment to quality, and stunning displays.

### 2nd Frontier

2005—2012

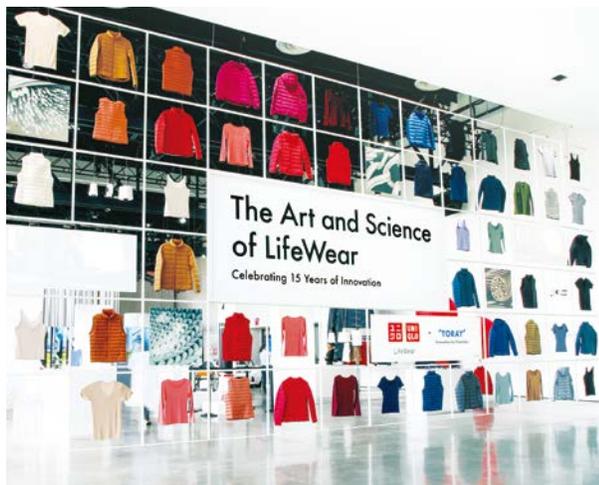
#### Full-fledged expansion into international markets to become a global brand

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 2005 breakthrough in Hong Kong and Shanghai. The subsequent 2006 opening of the UNIQLO Soho New York global flagship store proved a triumph, aided by our intentional highlighting of both Japanese culture and UNIQLO's originality. 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 advances our MADE FOR ALL ethos by looking beyond clothes as products and creating a new kind of industry that encompasses the way clothes are manufactured, sold, and used after purchase. In 2016, we launched the Ariake Project to help perfect LifeWear. Subsequent companywide reforms, including to our supply chain, helped establish the foundations for a digital consumer retail company. This model 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 —

## Becoming the world's best-loved brand

In FY2023, UNIQLO International sales accounted for over half of total Group sales for the first time. The foundations for consistent business expansion in North America and Europe have now been established, and the stage is set for UNIQLO to become a truly global brand. People's expectations around clothing are changing dramatically, and LifeWear is earning a reputation as the new clothing standard. To explore LifeWear's immense potential, we will focus even more strongly on global expansion. We will continue to offer valuable products that enhance customers' lives, while consistently contributing to society through our business activities. This is all part of our aim to become the world's most-trusted brand, one that everyone can feel comfortable buying from anytime and anywhere.





*Our Philosophy*

# 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.

## 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 components 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.



LifeWear.  
CONSTANTLY EVOLVING

## Affordable Clothes for All

LifeWear is based on our customers' needs. 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, quantity, and price. We can sell our products to customers at affordable prices because of their 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 pursuing our Ariake Project goals and implementing supply chain and other companywide reforms that will make our clothing even more accessible to everyone around the world.

## Growing Global Support for Our Clothes

LifeWear is sold in 27 markets (as of end August 2025). We aim to make clothes that are useful to people everywhere and make their lives more comfortable. Respecting diverse values, cultures, and local history is part of whom we are. 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 offer LifeWear that meets the needs of this current era to even more people worldwide.



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# 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.



## 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 over 3,500 stores worldwide, to quickly grasp customer needs so we can design, produce, 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. Creating this kind of digital consumer retailing company lets us continually improve LifeWear.

LifeWear  
CONSTANTLY EVOLVING

### Unmatched Trust With Production Partners

We began designing and manufacturing our own products in 1987. Ever since, we have considered our long-standing partnerships with trusted production facilities to be a major asset. Our team of master *Takumi* artisans are experts 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. For instance, we have successfully developed new materials and created inimitable and competitive products by collaborating with companies that possess advanced material development technology. Since entering a strategic partnership with Toray Industries in 2006, we have created multiple hit ranges including HEATTECH, AIRism, Recycled 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 world-renowned designers.





# 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.



## Fast Retailing's New Clothing Business Model



More details on p. 54-77



The Heart of LifeWear campaign donates UNIQLO items such as HEATTECH to refugees and communities in need worldwide, including Vietnam (pictured here).

## 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 helps reduce waste wherever possible by making and selling only the items that customers really need in exactly the right volumes. We are establishing a manufacturing model 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, giving 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 build a better future through the power of clothing.