

# New Management Structure

**Masa Matsushita**

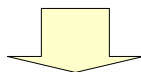
FAST RETAILING CO., LTD.

Advisor

## Purposes of New Management Structure

Build faster management operation  
for break through

Strengthen corporate governance



**New Management Structure  
for an excellent global company**

## I Corporate Office System

**Current structure:** Representative director and other members of the board of directors have been responsible for both management supervision and execution.

**New structure:** Separate these two functions, and the board of directors will be responsible for management supervision, while the CEO and other corporate officers mandated for daily business operations.

This applies to both the holding company FAST RETAILING CO., LTD. and the operating company UNIQLO CO., LTD.

## II Independent Directors for BOD

The introduction of two independent directors (*shagai-torishimariyaku*) will strengthen and deepen the management supervisory function. Independent directors have been selected from highly reputed managers and influential professionals.

**[Reference] Board of directors, statutory auditors and operating officers** 5  
**at the new FAST RETAILING CO., LTD. holding company**  
**(scheduled to take up appointments from November 1, 2005)**

**[Board of directors]**

Appointment	Name	Comments
President & Chairman	Tadashi Yanai	
member of the Board	Nobuo Domae	
member of the Board	Masa Matsushita	Attorney
member of the Board (independent)	Toru Hambayashi	Sojitz Holdings Corporation Senior Corporate Adviser
member of the Board (independent)	Nobumichi Hattori	Hitotsubashi University Graduate School of International Corporate Strategy, Associate Professor

**[Statutory auditors]**

Appointment	Name	Comments
Statutory auditor	Toshiharu Ura	
Statutory auditor	Kiyomi Iwamura	
Statutory auditor (independent)	Takaharu Yasumoto	Representative of Yasumoto CPA Office
Statutory auditor (independent)	Tatsuo Kubota	PwC Advisory Co., Ltd. Chairman
Statutory auditor (independent)	Norihiko Shimizu	Hitotsubashi University Graduate School of International Corporate Strategy, Visiting Professor

**[Operating officers]**

Appointment	Name	Comments
CEO	Tadashi Yanai	
Executive Vice President	Hiroshi Tanaka	Responsible for business development and management support
Vice President	Masa Matsushita	Responsible for legal, PR, IR and personnel divisions
Vice President	Shoji Okada	Responsible for information systems
Vice President	Satoshi Hotta	Responsible for executive development
Vice President	Yukihiro Nitta	Responsible for finance and accounting

FAST RETAILING  
CO.,LTD.



**[Reference] Board of directors, statutory auditors and operating officers** 6  
**at the new UNIQLO CO., LTD. operating company**  
**(scheduled to take up appointments from November 1, 2005)**

**[Board of directors]**

Appointment	Name	Comments
President & Chairman	Tadashi Yanai	
member of the Board	Takahiro Wakabayashi	
member of the Board (independent)	Masa Matsushita	Attorney

**[Statutory auditors]**

Appointment	Name	Comments
Statutory auditor	Toshiharu Ura	
Statutory auditor	Kiyomi Iwamura	
Statutory auditor (independent)	Takaharu Yasumoto	Representative of Yasumoto CPA Office
Statutory auditor (independent)	Tatsuo Kubota	PwC Advisory Co., Ltd. Chairman
Statutory auditor (independent)	Norihiko Shimizu	Hitotsubashi University Graduate School of International Corporate Strategy, Visiting Professor

**[Operating officers]**

Appointment	Name	Comments
CEO	Tadashi Yanai	
Executive Vice President	Hiroshi Tanaka	Responsible for direct marketing
Senior Vice President	Akira Tanaka	Responsible for administration, UNIQLO university, etc.
Senior Vice President	Naoki Otoma	Responsible for management planning and store development
Vice President	Takahiro Wakabayashi	Responsible for sales operations
Vice President	Tetsuro Nakashima	Responsible for product management
Vice President	Yukihiro Katsuta	Responsible for R&D (product development and design)
Vice President	Osamu Yunoki	Responsible for marketing
Vice President	Makoto Ariga	Responsible for manufacturing
Vice President	Shoji Okada	Responsible for business systems
Vice President	Yukihiro Nitta	Responsible for finance, accounting and legal divisions

CO.,LTD.

