

April 3, 2012

FAST RETAILING CO., LTD.

IR Department

**Entrusted Operating Officers at the FAST RETAILING Group**

Please see below the current list of entrusted operating officers for the FAST RETAILING group as of April 1, 2012.

**Entrusted operating officer appointments across the FAST RETAILING group (as of April 1, 2012)**

Name	Position	Company
Tadashi Yanai	Chairman, President & CEO	FAST RETAILING CO., LTD. UNIQLO CO., LTD.
Naoki Otoma	Group Executive Vice President	FAST RETAILING CO., LTD. UNIQLO CO., LTD.
Nobuo Domae	Group Executive Vice President	FAST RETAILING CO., LTD. UNIQLO CO., LTD.
Shuichi Nakajima	Group Executive Vice President	FAST RETAILING CO., LTD. UNIQLO CO., LTD.
Pan Ning	Group Executive Vice President	FAST RETAILING (CHINA) TRADING CO., LTD. UNIQLO HONG KONG, LIMITED
Jun Yokohama	Group Executive Vice President	FAST RETAILING CO., LTD. FAST RETAILING FRANCE S.A.S.
Andrew Rosen	Group Senior Vice President	Theory LLC
Tetsuro Nakashima	Group Senior Vice President	UNIQLO CO., LTD.
Takahiro Wakabayashi	Group Senior Vice President	FAST RETAILING CO., LTD.
Elisabeth Cunin	Group Senior Vice President	CREATIONS NELSON S.A.S. PETIT VEHICULE S.A.S.
Lynda Tyler	Group Senior Vice President	FAST RETAILING FRANCE S.A.S.
Yoram Arieven	Group Senior Vice President	Fast Retailing USA, Inc.
Melissa Wallace	Group Senior Vice President	Fast Retailing USA, Inc.
Yukihiro Katsuta	Group Senior Vice President	UNIQLO CO., LTD.
Osamu Yunoki	Group Senior Vice President	G.U. CO., LTD.
Yasunobu Kyogoku	Group Senior Vice President	Fast Retailing USA, Inc.
Shigeto Kadowaki	Group Senior Vice President	FAST RETAILING CO., LTD.
Makoto Hata	Group Senior Vice President	LINK THEORY JAPAN CO., LTD.
Takao Kuwahara	Group Senior Vice President	UNIQLO FRANCE S.A.S. UNIQLO (U.K.) LIMITED LLC UNIQLO (RUS)
Yoshihiro Kunii	Group Senior Vice President	UNIQLO CO., LTD.
Shin Odake	Group Senior Vice President	Fast Retailing USA, Inc.
Satoshi Hatase	Group Senior Vice President	FRL Korea CO., Ltd.
Shoichi Miyasaka	Group Senior Vice President	FAST RETAILING (SINGAPORE) PTE. LTD.
Takeshi Okazaki	Group Senior Vice President	FAST RETAILING CO., LTD.
Yukihiro Nitta	Group Senior Vice President	FAST RETAILING CO., LTD. UNIQLO Social Business Bangladesh Ltd.
Hiroshi Nagai	Group Senior Vice President	UNIQLO CO., LTD.
Ivo Vliegen	Group Senior Vice President	FAST RETAILING FRANCE S.A.S.
Cosmo Takamatsu	Group Senior Vice President	FAST RETAILING CO., LTD.
Takeshi Kosaka	Group Senior Vice President	FAST RETAILING (CHINA) TRADING CO., LTD.

## REFERENCE MATERIALS

### Top personnel at major FAST RETAILING group companies

#### **【Board of Directors and Statutory Auditors of FAST RETAILING CO., LTD.】** (as of April 1, 2012)

	Name	Position
Board of Directors	Tadashi Yanai	Chairman, President & CEO
	Toru Hambayashi	
	Nobumichi Hattori	
	Toru Murayama	
	Masaaki Shintaku	
Statutory Auditors' Board	Akira Tanaka	
	Takaharu Yasumoto	
	Norihiko Shimizu	
	Akira Watanabe	

Note: Mr. Hambayashi, Mr. Hattori, Mr. Murayama, and Mr. Shintaku are external directors as stipulated under Article 2, Section 15 of Japanese company law. Furthermore, Messrs Yasumoto, Shimizu, and Watanabe have been appointed external auditors as stipulated under Article 2, Section 16 of the Japanese corporate law.

#### **【Board of Directors and Statutory Auditors of UNIQLO CO., LTD.】** (as of April 1, 2012)

	Name	Position
Board of Directors	Tadashi Yanai	Chairman, President & CEO
	Naoki Otoma	
	Nobuo Domae	
	Shuichi Nakajima	
Statutory Auditors' Board	Toshiharu Ura	
	Kiyomi Iwamura	
	Takaharu Yasumoto	
	Norihiko Shimizu	

Note: Mr. Yasumoto and Mr. Shimizu have been appointed external auditors as stipulated under Article 2, Section 16 of the Japanese corporate law.

**REFERENCE MATERIALS**
**【Related business】** (as of April 1, 2012)

<b>UNIQLO</b>	Top Executive	Position
China	Pan Ning	CEO
	Takeshi Kosaka	COO
Hong Kong	Pan Ning	CEO
Korea	Ahn Sung-Soo	Co-CEO
	Satoshi Hatase	Co-CEO
Singapore	Albert Chew	Co-CEO
	Satoshi Onoguchi	Co-CEO
Malaysia	Satoshi Onoguchi	CEO
Taiwan	Hiroshi Taki	COO
Bangladesh (Social business)	Yukihiro Nitta	CEO
	Tadahiro Yamaguchi	COO
Thailand	Takahiro Nishimura	COO
Philippines	Katsumi Kubota	COO
United Kingdom	Takao Kuwahara	CEO
	Hidenobu Sanada	COO
France	Takao Kuwahara	CEO
	Hidenobu Sanada	COO
Russia	Takao Kuwahara	CEO
	Taku Morikawa	COO
United States of America	Shin Odake	CEO
	Yasunobu Kyogoku	COO

<b>Link theory</b>	Top Executive	Position
Global	Kazumi Yanai	Global Chairman
	Andrew Rosen	Global CEO
Japan	Kazumi Yanai	Chairman
	Makoto Hata	CEO

	Top Executive	Position
<b>COMPTOIR DES COTONNIERS</b>	Elisabeth Cunin	CEO

	Top Executive	Position
<b>PRINCESSE TAM.TAM</b>	Elisabeth Cunin	CEO
	Pierre Arnaud Grenade	COO

	Top Executive	Position
<b>g.u.</b>	Osamu Yunoki	CEO

<b>Holding company</b>	Top Executive	Position
FAST RETAILING (SINGAPORE) PTE. LTD.	Shoichi Miyasaka	Deputy CEO
	Satoshi Onoguchi	COO
Fast Retailing USA, Inc.	Nobuo Domae	CEO
FAST RETAILING FRANCE S.A.S.	Nobuo Domae	Co-CEO
	Jun Yokohama	Co-CEO