

## Corporate Governance



### Masa Matsushita (47)

Director  
Appointed in 2005  
External Director, UNIQLO  
President, FR FRANCE S.A.S.  
External Director, LTH

### Tadashi Yanai (58)

Chairman, President, and CEO  
Appointed in 1972  
CEO, UNIQLO  
Director & Chairman, LTH  
Director & Chairman, CABIN  
External Director, VIEWCOMPANY

### Toru Hanbayashi (70)

External Director  
Appointed in 2005  
Former President, Nichimen Corp.  
Auditor, UNITIKA, Ltd.  
External Director, MAEDA CORP.

### Toru Murayama (53)

External Director  
Appointed in 2007  
Director & Chairman, Accenture Japan Ltd.  
Visiting Professor, Waseda University

### Nobumichi Hattori (50)

External Director  
Appointed in 2005  
Visiting Professor, Hitotsubashi University  
External Director, Miraca Holdings Inc.

(As of December 31, 2007)

## Creating a Reliable Corporate Governance Structure

### Board of Directors to Enhance Transparency of Corporate Activities

The Board of Directors receives its mandate from shareholders and makes decisions on important management matters. To ensure transparency in management, the Board—consisting of directors in charge of operations and external directors—discusses and makes decisions on such important matters as the annual budget, settlement of accounts, operating plans, proposals for acquisitions and investments, personnel matters related to Officers, organizational reforms, and dividend policy. Board deliberations are based on detailed information. For items that are considered especially important, the directors are briefed by related departments and usually hold a number of meetings.

During the fiscal year under review, the Board met 25 times to discuss a range of topics. These included the approval of the financial statements, issues related to UNIQLO's operations

in Japan, UNIQLO's overseas development, growth strategies for Global Brand operations, making CABIN a wholly owned subsidiary, a bid for the acquisition of Barney's New York, strategies for the footwear business, improvements in internal controls, and compensation for directors.

### Audit Committee to Oversee Management

The role of the auditors is to check the compliance of the Board of Directors in conducting their duties and the implementation of internal controls. The auditors participate in meetings of the Board and oversee the performance of directors. In addition, the auditors attend the meetings of the Personnel Committee, the CSR Committee, the Risk Management Committee, the Disclosure Committee, and other committees to observe whether business activities are being conducted in compliance with laws and regulations as well as whether internal controls are in place.

### Corporate Governance at FAST RETAILING (as of December 31, 2007)

