



DOING THINGS RIGHT, TOGETHER



Messages from Our External Directors



Toru Hambayashi

External Director

Independent Director

A Responsible, Accountable Public Company

Tadashi Yanai is a highly ethical businessman, but it is extremely important that the company transitions from a “my company” under Mr. Yanai, to a more public “your company.” As an external director, I closely monitor and evaluate Fast Retailing growth on behalf of company stakeholders to ensure all achievements are healthy and correct, and offer advice to aid Fast Retailing’s quest to become the world’s number one brand.

Appointed November 2005. Former president of Nichimen Corp. and chairman and co-CEO of Sojitz Holdings Corp. (currently Sojitz Corp.). Currently serving as an external director at UNITIKA LTD. and DAIKYO INCORPORATED and an adviser at MAEDA CORPORATION.



Nobumichi Hattori

External Director

Independent Director

Maximizing Corporate Value

As Fast Retailing enters a new phase of growth, the Board of Directors’ role as a key collective that consistently highlights and considers risk-side factors is more important than ever. I want to apply my experience at a major US investment bank to objectively judge how capital markets perceive Fast Retailing’s corporate value, and suggest how to best increase that value. I am committed to providing further broad support going forward.

Appointed November 2005. Formerly worked at Goldman Sachs. Currently an M&A research specialist. Visiting professor at Waseda Graduate School of Finance, Accounting and Law. External auditor at Frontier Management Inc. and external director at Hakuholdo DY Holdings Inc. Visiting professor at the Graduate School of Business Administration at Keio University.



Toru Murayama

External Director

Determined Development of Management Personnel

Fast Retailing is working hard to become a true global retailer, so it is important that management teams can transcend regional, operational and functional borders to communicate effectively and resolve issues swiftly. I am committed to actively nurturing management personnel, and encouraging employees all over the world to develop managerial mindsets. I intend to continue suggesting ideas and different perspectives.

Appointed November 2007. Previously representative director, chairman and president of Accenture Japan Ltd. Currently a visiting professor in the Faculty of Science and Engineering of Waseda University, specializing in management design. External director at Meiji Holdings Co., Ltd.



Masaaki Shintaku

External Director

Independent Director

Accelerating into a New Era

Fast Retailing has worked to form a cohesive corporate Group and promote globalization. Now, it is transforming itself into a digital consumer retail company, and making solid investments in new fields including distribution transformation and IT systems. Nurturing talented managers to act as dynamic drivers of growth is vital at this time, and the company is steadily attracting personnel who eagerly tackle new challenges. The Board must work as a unified team to help accelerate progress and future growth.

Appointed November 2009. Previously executive vice president of Oracle Corp. (US) and chairman of Oracle Corp. (Japan). Currently vice chairman of Special Olympics Nippon Foundation and an external director at Works Applications Co., LTD.



Takashi Nawa

External Director

Independent Director

Improving Social Value

As a growing global company, it is important that Fast Retailing continues to improve its social value alongside its business growth and operational value. Accordingly, the company is working to build a strong identity in terms of the value it brings to society, seeking fresh growth opportunities by tackling social problems from a broad perspective. As an external director, I offer objective advice and expertise on environment, social and governance (ESG) matters to help Fast Retailing progress in this area.

Appointed November 2012. Previously a director of McKinsey & Company. Currently a professor in the Graduate School of International Corporate Strategy at Hitotsubashi University, president at Genesys Partners and external director at NEC Capital Solutions Limited, DENSO CORPORATION and Ajinomoto Co., Inc.

Auditors

1 Takaharu Yasumoto

External Statutory Auditor

Independent Director

Appointed November 1993. Currently president of the Yasumoto CPA Office. Serves as an statutory auditor for UNIQLO CO., LTD. and LINK THEORY JAPAN CO., LTD. and external statutory auditor at ASKUL Corp. and FRONTEO, Inc.

2 Akira Watanabe

External Statutory Auditor

Independent Director

Appointed November 2006. A lawyer, he serves as an external director for MAEDA CORP, MS & AD Insurance Group Holdings, Inc. and Dunlop Sports Co., Ltd. He is also a part-time director at ASIA PILE HOLDINGS CORPORATION and an external statutory auditor at KADOKAWA DWANGO CORPORATION.

3 Keiko Kaneko

External Statutory Auditor

Independent Director

Appointed November 2012. Currently a partner in the Anderson Mori & Tomotsune law firm. Also serves as statutory auditor at UNIQLO CO., LTD. and external statutory auditor at The Asahi Shimbun Company.

4 Akira Tanaka

Internal Full-time Corporate Auditor

Appointed November 2006. Served as deputy president and advisor to McDonald's Co. (Japan), Ltd. (currently McDonald's Holdings Company (Japan) Ltd.).

5 Masaaki Shinjo

Internal Full-time Corporate Auditor

Appointed November 2012. Served as director of FR Group Auditing, FR Group Corporate Transformation and FR Corporate Management, internal auditor of G.U. CO., LTD. and director of Control Store Operations Support at UNIQLO CO., LTD.

