

# **SUSTAINABILITY**

# **LifeWear II New Industry**

By cherishing our LifeWear concept of ultimate everyday clothing, we will contribute to a sustainable society and fuel business growth. This is a core Fast Retailing belief. We will enhance the sustainability of society by creating a new industry that looks beyond the point of sale. Instead, we will stay closely involved in the whole process: how clothes are made, how they are sold, and the post-sale lifecycle. In this way, we will pioneer a completely new form of sustainable apparel on the global stage.

## **Our four promises and six key areas for creating a sustainable society**

### **FOUR PROMISES**

1. Completely overhaul the supply chain to further increase the value of LifeWear.
2. LifeWear must continue to respect the individuality and diversity of all people around the world.
3. Contribute to the stability and sustainable development of society on a global scale by further utilizing the unique power of LifeWear to make the world a better place that we have believed in for over 20 years.
4. Develop and provide new services and technologies that allow LifeWear to be worn for even longer.

### **SIX MATERIAL AREAS**

- 1 Create New Value Through Products and Services
- 2 Respect Human Rights in Our Supply Chain
- 3 Respect the Environment
- 4 Strengthen Communities
- 5 Support Employee Fulfillment
- 6 Corporate Governance

# LIFEWEAR RESPECT FOR EVERY LIFE FOREVER

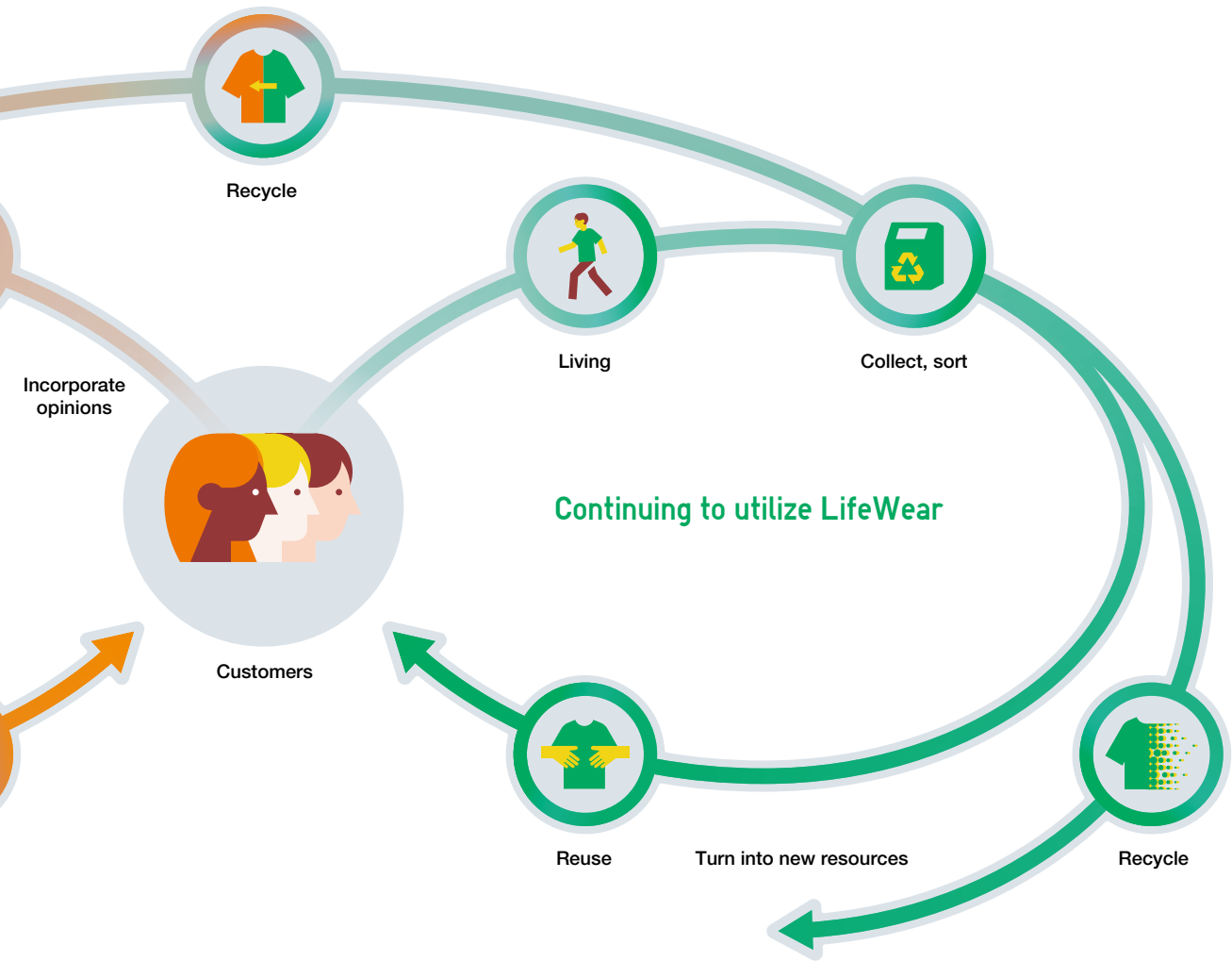
Our Ariake Project goals are to make and sell only the products that customers really need. **Creating LifeWear** takes this activity to the next level, and tackles two other challenges. One is manufacturing that reduces environmental impact by eliminating greenhouse gas emissions and waste across all processes from production through transport and retail in order to minimize environmental impact. The other is a supply chain that customers can be sure upholds human rights. Our responsibility for clothing does not end at the point of sale. In terms of **Continuing to utilize LifeWear**, we are developing new services and technologies to advance reuse and recycling. Also, in order to address increasingly complex social issues, through our clothing business we will contribute to society and harness diversity on a global scale.



Creating a sustainable supply

Respecting the diversity of all peo

**FAST RETAILING'S  
NEW CLOTHING BUSINESS MODEL**



y chain

Circulating value on a global scale

people

Supporting communities, contributing to society

## Create New Value Through Products and Services

- ▶ Pursue timeless design all the way from the planning stage based on our LifeWear clothing concept. Create simple, high-quality, highly functional clothing that can be lovingly worn for a long time.
- ▶ Accelerate the development of socially and environmentally conscious clothing, such as products using recycled materials, as well as jeans that require much less water during the finishing process.
- ▶ In addition to improving clothing functionality and quality, also aim to solve social, environmental, and other issues, thereby creating new demand.



Sustainable jeans production using BlueCycle technology

### Creating Clothes That Minimize Impact on the Global Environment

Fast Retailing strives to reduce environmental impacts during product manufacturing and create high-quality circular clothing. For instance, our DRY-EX polo shirts and fluffy yarn fleece full-zip jackets are made partly from polyester produced from used plastic bottles. In addition, our 100% recycled down jackets utilize down and feathers from old UNIQLO down items. Also, our single-strap backpacks are made from 30% recycled nylon produced from yarn waste

generated during factory manufacturing processes.

We have also introduced BlueCycle technology into jeans processing for all Fast Retailing Group brands. Developed in our Los Angeles-based Jeans Innovation Center, BlueCycle technology helps reduce the volume of water used in the finishing process by up to 99%.\* Creating jeans with a natural worn look previously required large amounts of water and manual labor, but BlueCycle technology greatly reduces the burden on the environment and on workers.

\*Comparing 2018 men's regular fit jeans with similar products from 2017. The amount of water reduction varies by product.

## Innerwear That Supports Every Stage of Life

UNIQLO offers comfortable innerwear that empowers all people to live life on their own terms. We seek to address the bodily changes associated with women's unique biorhythms and attentively meet hygiene needs at all stages of life, from a first period through puberty, menstruation, maternity, post-childbirth, illness, and more.



AIrism absorbent  
sanitary underwear

### 01 Next-generation Absorbent Sanitary Underwear

AIrism absorbent sanitary underwear, released in September 2021, is a next-generation clothing item created with UNIQLO-exclusive technology. The triple-layer gusset has deodorizing qualities, can absorb approximately 30 to 40 ml of fluid, and boasts waterproof functionality to prevent leakage. Made from smooth, highly elastic AIrism fabric, this sanitary underwear stays cool and comfortable even when you sweat. A waterproof layer sewn into the back of the pants up to the waistline prevents leakage, so the wearer is free to enjoy everyday life to the fullest. The underwear is sustainable, as it can be washed at home and used repeatedly.

### 02 Wireless Bras for Comfort Every Day

We started selling wireless bras in 2011. They offer both a light, comfortable fit and a beautiful silhouette. Ever since, we have consistently refined these products, listening to our customers and improving the comfort and fit. For instance, our 3D hold wireless bra features patented radial incision flexible cups that fit comfortably and create a natural, beautiful shape. The material both stretches and contracts to fit each individual's bust. We strive to accommodate diverse lifestyles and changes in wearers' bodies by offering a range of relaxed fit and shape-lifting designs.



3D hold wireless bra

## Respect Human Rights in Our Supply Chain

- ▶ Respect human rights and support the creation of safe and secure working environments. Conduct environmental audits of our sewing and fabric partner factories, and help factories solve any problems.
- ▶ Perform due diligence regarding human rights across the whole supply chain, identify human rights risks, pre-empt any problems and address any issues.
- ▶ Introduce tools for identifying issues that fall outside the audits, for example by establishing hotlines for factory employees.

### Monitoring That Improves Work Environments Across Our Supply Chain

To protect human rights and work environments along our supply chain, we require partner factories to uphold the Fast Retailing Code of Conduct for Production Partners. As part of our monitoring activities, we ask independent organizations to conduct regular inspections with particular reference to items such as human rights violations, general work conditions, and environmental protection. We ask factories to improve any identified issues and support measures to achieve those improvements.

If we discover an extremely serious offense (E grade), such as child labor or forced labor, we immediately begin a

review of our business relationship with the offending factory, which may result in a termination of orders. After discussing the offending factory's management and employment conditions within our Business Ethics Committee, we consider measures that must be taken to correct the violation and prevent reoccurrences.

No factory was assigned an E grade in FY2021. However, this year saw a larger number of factories receive a C grade. This is because we strengthened our risk prevention frameworks by conducting stricter checks on occupational health and safety training as well as work-related disease risk assessments. During the COVID-19 pandemic, we have continued to offer guidance to factories remotely as part of our work to encourage improvements.

#### Working Environment Monitoring Results (Evaluation of Partner Factories)

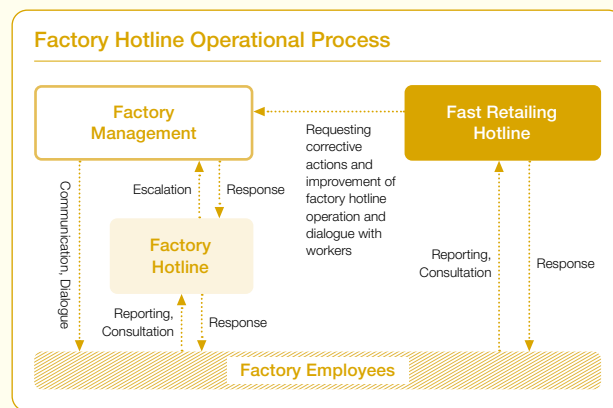
Grade	Description	FR Group (UNIQLO)		
		FY2019	FY2020	FY2021
A	Zero notable violations	40 (21)	52 (27)	46 (25)
B	Relatively low-risk violations	234 (143)	257 (162)	210 (137)
C	Potential violations of human rights or local occupational health and safety laws (e.g. masks, gloves, or other protective equipment not provided to workers as needed)	239 (103)	237 (84)	261 (101)
D	Major violations of human rights, occupational health and safety, or wage and benefit matters (e.g. locked emergency exits, errors in wage calculations)	71 (18)	66 (12)	65 (28)
E	Major violations, including child labor, forced labor, or other human rights violations; significant violations of occupational health and safety	1 (1)	1 (1)	0 (0)
Total		585 (286)	613 (286)	582 (291)

## Fast Retailing Hotlines for Partner Factory Employees

Based on our strong relationships with partner factories, we have been able to set up hotlines that enable factory employees to consult directly with Fast Retailing. These hotlines enable us to strengthen our ability to identify and correct any human rights issues or problems relating to work environments. These hotlines have been set up in locations including Shanghai, Ho Chi Minh City, Jakarta, Dhaka and Tokyo. Employees and representatives from our main sewing and fabric partner factories can seek advice anonymously in local languages. All consultations are treated confidentially. We fiercely protect the privacy of the workers who contact us, and we strictly prohibit any retaliation or disadvantageous treatment.

Factories employ migrant workers, and so we have introduced systems that use a combination of smartphone messages and translation services to enable workers to consult with us in their own language. Of all the issues reported through the hotlines in FY2021, 95 were judged to be in violation of the Code of Conduct for Production

Partners, primarily in relation to wages, working hours, and harassment. Ninety of those cases were confirmed to have been fully addressed within the business year. We ask factories to display posters about the hotline in easily visible places and educate employees about how to use the system. Fast Retailing also checks that the systems are being implemented correctly. We are always considering ways to improve hotline operations by soliciting opinions from employee representatives and other labor union members.



## Systems to Promote Responsible Supply Chain Procurement

Responsible procurement includes appropriate work environments and production processes. Fast Retailing and our partner factories must work together to realize responsible procurement. Fast Retailing has formulated a procurement policy and guidelines relating to our specific business content, and we conduct regular training for employees in production and procurement roles.



Employees at a UNIQLO partner factory

We assign production department employees responsible for quality and progress management to our production offices in Shanghai, Ho Chi Minh City, Dhaka, Jakarta and Bengaluru. These employees visit partner factories each week to gain a firsthand understanding of on-the-ground conditions and provide guidance on appropriate processes. We have also established sustainability teams in our production offices. These teams advise how to manage and improve the monitoring of working environments at partner factories and offer on-site guidance regarding improvements. We provide regular training for employees who manage production at partner factories. Training centers on the Fast Retailing Code of Conduct for Production Partners as well as local laws and regulations, apparel industry issues, and production-related sustainability issues. Representatives from the sustainability department use practical examples to explain these issues at each production office.

We are strengthening traceability throughout the supply chain, starting from procurement of raw materials. Through our own site visits, audits by third party organizations, and third-party certifications, we will correct any human rights or labor environment issues.



# Respect the Environment

- ▶ Set targets and accelerate initiatives in priority areas: responding to climate change, improving energy efficiency, managing water resources, improving waste management and resource efficiency, and managing chemical substances.
- ▶ Use the Sustainable Apparel Coalition’s environmental assessment index (Higg Index) to fully understand the environmental impacts and risks at our main sewing and fabric manufacturing partners across seven priority areas, including energy, water and waste. Work with factories to reduce environmental impact.

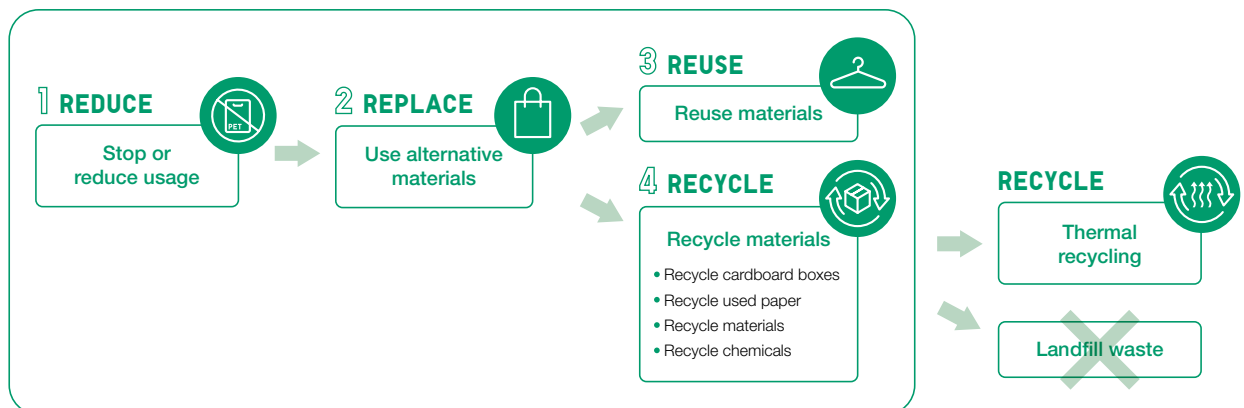
## Aiming to Eliminate Waste Through Four Action Items

Various materials are used in product delivery, including packaging, cardboard boxes and hangers. As part of our group wide drive to eliminate waste, we are implementing four actions to identify single-use materials used for delivery and to ultimately reduce landfill waste to zero. First: **reduce** our actual use of the materials themselves. Seventy percent of customers support this action when they decline the offer of a shopping bag with their purchase. Second: **replace** what we can with greener materials. We are replacing the paper used in our offices and stores with FSC-certified or recycled paper and pressing ahead with the switch to a single type of product packaging material that can be more easily recycled. Third: **reuse** materials. GU reuses hangers by collecting them at checkout and returning them to the factory. Fourth: **recycle** materials. We started pilot projects in some regions of instore sorting, collection and recycling processes. The goal is to help recycle packaging materials. We intend to accelerate these initiatives to realize a sustainable society.



(back) Recycled paper bag. ¥10  
(front) Reusable bag (available in two sizes). ¥190

### Our Approach to Zero Landfill Waste



# Strengthening Efforts to Reduce Greenhouse Gas Emissions

Fast Retailing has established targets for reducing greenhouse gas (GHG) emissions by FY2030. These have been recognized as science based targets (SBT) by the SBT Initiative, in accordance with the Paris Agreement. As compared to FY2019 levels, our certified targets include reducing Scope 1 and 2 emissions (derived from energy

used at our own stores and major offices) by 90% and reducing Scope 3 emissions (from the production of raw materials for products, fabric production and garment manufacturing\*) by 20% by FY2030. We will also further strengthen our efforts to achieve net zero GHG emissions by 2050.

\*For UNIQLO and GU brands only

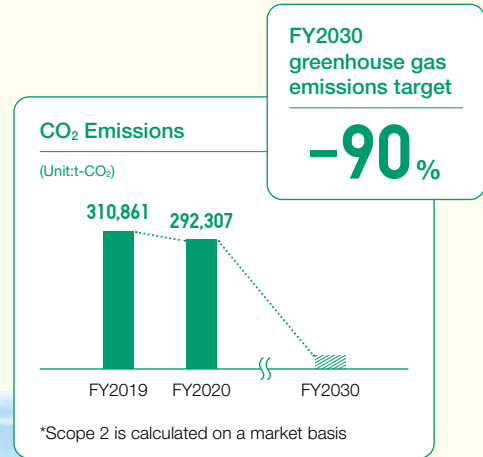


## Creating Greener Stores

UNIQLO Japan's efforts to build sustainable stores—including the introduction of highly efficient air conditioners and LED lighting, the separation of waste, and the use of water-saving toilets—have been widely acclaimed. As of September 2021, eight UNIQLO stores had acquired gold-level certification (LEED Gold®) for Operations and Maintenance of Existing Buildings under the Leadership in Energy & Environmental Design (LEED®) international system for environmental building and site use. In 2023, we plan to introduce a new type of store that focuses on energy efficiency from the design stage. By December 2021, we completed the switchover to renewable energy in 67 of our Europe stores, which are located across nine countries. We are working toward procuring all electricity used in our activities from 100% renewable sources.

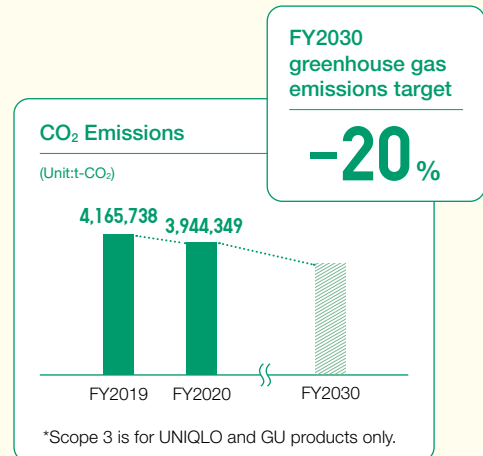


UNIQLO PARK  
Yokohama Bayside  
store acquires LEED  
Gold® certification



## Earnestly Reducing Supply Chain Emissions

We cannot reduce supply chain GHG emissions without the cooperation of partner factories. Fast Retailing utilizes our longstanding relationships with partner factories to address climate change and emissions targets together. After gaining a clear understanding of the issues and circumstances at each factory, we have laid out GHG emissions reduction plans. They incorporate the introduction of energy-saving measures, the elimination of coal, and implementing renewable energy measures at major factories that account for 90% of UNIQLO and GU production. We will create more concrete plans and ensure their implementation while providing support.



# Strengthen Communities

- ▶ Help combat COVID-19 worldwide.
- ▶ Actively pursue support activities in which we collect secondhand clothing from customers for donation to refugees, internally displaced and socially vulnerable people worldwide. We aim to donate 10 million items of clothing annually by the end of FY2025.
- ▶ Empower children and the young leaders of tomorrow through educational support and social engagement programs.
- ▶ Actively employ refugee employees. Aim to provide employment opportunities for 200 refugees each year.



UNIQLO donates 12,000 AIRism masks to Russian charity

Current level of COVID-19 support (March 1, 2020 – August 31, 2021)	
	Masks <b>Approx. 17.74 million units</b>
	AIRism masks <b>Approx. 4.56 million units</b>
	Isolation gowns <b>Approx. 1.43 million units</b>
	AIRism innerwear <b>Approx. 500,000 units</b>
	Essential wear <b>Approx. 1.34 million units</b>
	Financial support <b>Approx. USD 3.15 million</b>

## Continuing Global Support to Combat COVID-19

COVID-19 continues to pose a major global threat, and Fast Retailing remains committed to helping people everywhere who are facing difficulties or crises.

Through our partnership with the Office of the United Nations High Commissioner for Refugees (UNHCR) we donated approximately 1 million AIRism masks to refugees and internally displaced people in Argentina, Iraq, Egypt, Chile, and Bolivia beginning in late February 2021. We

also donated approximately 2 million masks to people in Afghanistan, Iraq, Bangladesh, Pakistan, and Myanmar on World Refugee Day on June 20.

In May, we donated a total of 100 million rupees to two non profit organizations operating in India, where COVID-19 was spreading rapidly. This money helped provide oxygen concentrators to hospitals as well as food to low-income individuals heavily impacted by the virus. We also donated approximately 600,000 AIRism masks to India for distribution to frontline response teams. We intend to continue providing as much vital COVID-19 support as possible worldwide.

## Donating Clothes to Refugees Worldwide

Since 2006, with the cooperation of the UNHCR, UNIQLO has been collecting gently used clothing from customers in stores and donating this clothing to refugees and internally displaced people around the world. GU joined this initiative in 2010 and we expanded our collection activities to 23 countries and regions. As of August 2021, we have collected a total of 46.19 million items from 79 countries and regions worldwide.

Fast Retailing and UNHCR also conduct Power of Clothing learning programs for elementary, junior high and high school students. UNIQLO and GU employees conduct outreach lessons, then students ask for clothing donations from people in their communities. The items are then delivered to people in need of clothing, such as refugees and displaced people. The program helps students realize that they can make a difference through taking initiative. In FY2021, 625 schools participated in the program in Japan.



Refugee camp in Malawi

Total clothing donations  
(as of August 2021)

**46.19** million items  
from **79** countries and regions

## Hiring Refugees in Stores Through Our RISE Program

Through the RISE Program, UNIQLO hires refugees as store staff. Providing employment opportunities is one thing that companies can do to help refugees lead a stable life in a new place. UNIQLO offers language training and instore training that helps to create comfortable working environments for these refugees. We also provide training for managers and staff working in stores that employ refugee staff. UNIQLO has already developed a deep-rooted culture of cooperation among staff in our stores, regardless of where they are from.

As of April 30, 2021, 120 refugees were working at UNIQLO stores in eight countries. Having refugees work as staff members aligns with our philosophy of promoting diversity across UNIQLO operations. We believe the RISE Program brings stability and opportunity to refugees' lives, and also energizes and revitalizes our UNIQLO stores.



Number of refugee employees  
(as of April 2021)

**120** in eight countries

Mekonnen from Ethiopia in his fifth year at UNIQLO

MATERIAL AREA

5

## Support Employee Fulfillment

- ▶ Promote diversity and inclusion, in particular gender equality, racial, ethnic and national diversity. Encourage active participation of people with disabilities as well as greater understanding of sexual orientations and gender identities (LGBTQ+). Promote workstyles to suit the life stages of all employees. Boost ratio of female managers to 50%.
- ▶ Provide a wide range of educational programs. Develop skilled employees who can play an active role on the global stage.
- ▶ Create working environments worthy of our aim to become the world's safest and healthiest company.



SUSTAINABILITY MATERIAL AREAS

### Promoting Diversity and Inclusion

Respecting diversity is one of the principles that Fast Retailing values most. We create work environments that value the individual differences of employees around the world and that provide equal opportunities for all people to explore new challenges and possibilities. Our diversity and inclusion team leads efforts to understand the relevant issues and implement effective measures for instance, by including diversity-related questions in our employee satisfaction surveys and employee evaluations. In 2020, we established a global diversity leadership team staffed by an international group of executive officers, department heads, and diversity and inclusion team members. This global team implements locally tailored initiatives, including activities and training, to raise awareness across our global operations.

Global employees  
(as of August 2021)

**118,725** employees  
across

**27** countries and  
regions

## Building Careers, Respecting Work-life Balance

To ensure all employees can select the work style that best suits them and still build a great career, Fast Retailing offers a wide range of human resource systems. These include child care and nursing care leave, shortened working hours, flextime, and baby-sitting assistance systems. We actively conduct trainings related to these issues. For instance, we hold sessions in which female executives share and exchange opinions on their experiences and the opportunities and issues they have faced during their careers. We also offer training programs for female managerial candidates and conduct training sessions to dispel unconscious bias toward female managerial candidates.

In FY2021, the percentage of women in managerial roles\* across the Fast Retailing Group stood at 42.6%, and we intend to increase that to 50% by FY2030. We analyze the ratio of men to women by job title, department, and promotion opportunities. We also introduce programs tailored to individual circumstances in different countries and regions, and help each individual employee build a career by providing ample opportunities for new job roles and assignments in new departments.

\*Managerial roles include block leaders and area managers in our sales department, store managers above a certain grade, and head office leaders, department managers and executive officers.



Kathy Matsui  
presenting  
to managers

The ratio of women  
in all Fast Retailing Group  
operations (as of August 2021)

**69.8%**

The ratio of women  
in all managerial roles\*

August 2021 **42.6%**

August 2030 **50.0%**



Jason is in his 10th year as  
an employee at UNIQLO  
Singapore Ion Orchard store.

Ratio of people with  
disabilities at Fast Retailing  
Group in Japan (as of June 2021)

**4.6%**

## Creating Opportunities for People With Disabilities

Fast Retailing provides training on hiring people with disabilities and ensuring they can broaden their horizons. We have been proactively employing people with disabilities in UNIQLO Japan stores since 2001 and have largely achieved our aim of employing at least one person with disabilities at each store. As of June 2021, 4.6% of Fast Retailing staff in Japan had a registered disability, which far exceeds the 2.3% legal requirement for Japanese companies. Having expanded our initiatives, we now have approximately 1,500 people with disabilities working with us worldwide.

## Respecting LGBTQ+ in the Workplace

In Japan, the Fast Retailing Group has introduced a Partnership Registration System that enables employees with same-sex partners to receive benefits including congratulatory leave and condolence leave.

In December 2018, we also created the Symphony LGBTQ+ networking organization, run by volunteer employees from different departments, to raise internal awareness of LGBTQ+ issues and reflect employee insights in our products and our HR systems.

Fast Retailing respects diversity of sexual orientation and gender identity and strives to create a work environment where all people feel comfortable being themselves.

## Ensure Proper Corporate Governance

- ▶ Appoint mainly external directors to the Board of Directors' independence and strengthen its surveillance ability.
- ▶ Promote swift, open debate and decision-making in individual committees that support the Board.
- ▶ Promote debate the Human Rights Committee to further strengthen human rights initiatives.

### External Statutory Auditor Interview

## Continuing Initiatives for Human Rights Due Diligence

**Keiko Kaneko**

External Statutory Auditor



In 2011, the United Nations approved its Guiding Principles on Business and Human Rights and asked individual countries to formulate action plans accordingly. Legislation related to human rights due diligence has moved forward in the United States and Europe as a result. Human rights due diligence refers to the identification, mitigation, and prevention of human rights risks, such as discrimination, forced labor, or harassment while conducting business activities (e.g., procurement, production, transportation, retail).

Through FY2020, Fast Retailing conducted human rights due diligence with our partner factories. Identifying potential human rights risks and evaluating the impact and likelihood of these risks helps us formulate measures to prevent human rights abuses and respond appropriately if violations occur. Our Human Rights Committee, of which I am a member, is chaired by an external expert. We discuss how to further

strengthen our efforts to uphold human rights.

We consider what systems to use and how to assign people in the markets in which we operate to achieve the best possible outcome, and these initiatives must be constantly reviewed, reshaped, and reinforced. The Fast Retailing Board and executive officers are always keen to implement changes by listening attentively to opinions and advice from relevant parties, and switching to better ideas whenever possible. Now that our company has grown and enjoys extremely strong brand recognition worldwide, ensuring highly transparent governance is more important than ever.

I will do everything in my power to protect work environments that promote open discussion between external and internal directors, auditors and all our employees, in the hope of further strengthening our corporate governance.

## Board of Directors, Board of Auditors

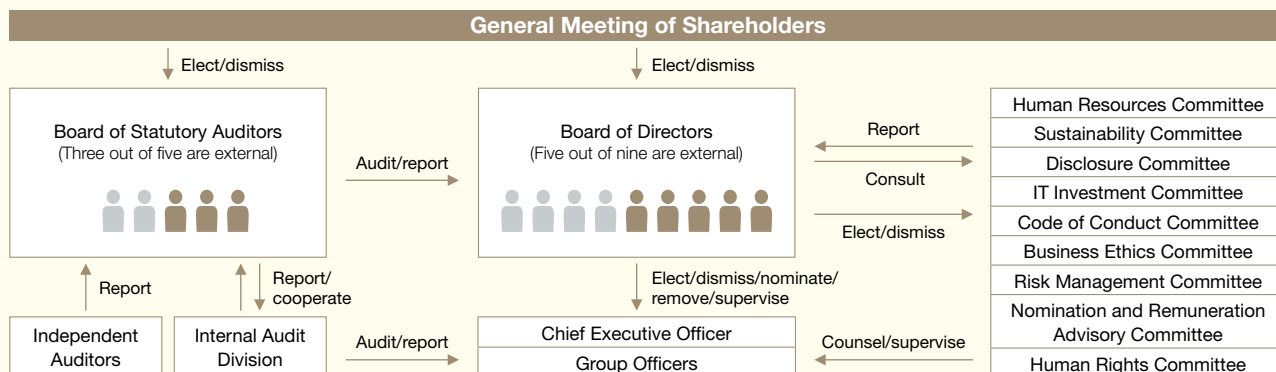
Having a majority of external directors on the Board strengthens supervision of decision-making by CEO and other executive officers. External directors, as former senior managers of global companies or leading specialists in fields such as M&A and financial management, boast diverse and superior expertise. They offer objective opinions that are reflected in important decisions. In FY2021, the Board discussed various topics including supply chain management, budget, and our strategy for Global Brands. The Board met 13 times in FY2021. The attendance rate was 99.1% for directors and 97.4% for auditors. External statutory auditors with certified accounting or legal backgrounds constitute half the Board of Auditors. The auditors ensure transparent auditing and participate in specialized, objective discussions of relevant issues. The Board of Auditors met 12 times in FY2021 (98.6% attendance).

## Internal Control

We aim to establish internal control systems wherever we operate by promoting full compliance, building risk management frameworks, protecting confidential information and pursuing thorough internal auditing. We seek to nurture a deep understanding of, and respect for, our Fast Retailing Group Code of Conduct by requiring all employees to take an annual online refresher course. We have also set up internal hotlines so that anyone can report or discuss potential compliance violations or concerns.

At the same time, our Risk Management Committee works to strengthen business-related risk management systems. The committee debates our preparedness and responses to various issues. Examples include COVID-19 and vaccination; the risks of major natural disasters, such as a big earthquake near Tokyo; and risks relating to international relations and conditions.

### Corporate Governance at Fast Retailing (As of December 27, 2021)



### Composition of Committees (December 27, 2021)

● = Committee Member

		Human Resources Committee	Sustainability Committee	Disclosure Committee	IT Investment Committee	Code of Conduct Committee	Business Ethics Committee	Risk Management Committee	Nomination and Remuneration Advisory Committee	Human Rights Committee
Internal Directors	Tadashi Yanai	Chairperson	●	●	Chairperson				Chairperson	
	Takeshi Okazaki	Observer	●	Chairperson	●			Chairperson		●
	Kazumi Yanai		●							
	Koji Yanai		Chairperson							
External Directors	Nobumichi Hattori							●		
	Masaaki Shintaku	●			Observer				●	
	Takashi Nawa	●	●					●		●
	Naotake Ono								●	
Standing Statutory Auditors	Kathy Mitsuko Koll		●							
	Masaaki Shinjo	●		Observer	Observer		●		●	
	Masumi Mizusawa		●	Observer		●		Observer		●
External Statutory Auditors	Keiko Kaneko	●				●				●
	Takao Kashitani						●		●	
	Masakatsu Mori						Observer			
Group Officers and Other External Professionals		3	6	3	5	5	9	9	0	6

Note: The head of the Legal Department chairs the Code of Conduct Committee, the head of the Sustainability Department chairs the Business Ethics Committee, and an external expert chairs the Human Rights Committee. External directors and statutory auditors offer opinions based on their individual areas of expertise.



## Messages from Our Directors



**Tadashi Yanai**

### A More Sustainable Society Through LifeWear

In order to help realize a sustainable society, I strive for transparent management based on our corporate statement: Changing clothes. Changing conventional wisdom. Change the world. Our LifeWear apparel delivers happiness and joy to people worldwide. I want us to grow into an even better company by pursuing the sweeping corporate transformation laid out in our Ariake Project.

Appointed President and CEO in September 1984, and his current position of Chairman, President & CEO in September 2005. Main concurrent positions: Chairman, President & CEO of UNIQLO CO., LTD.; Director & Chairman of G.U. CO., LTD.; Director of LINK THEORY JAPAN CO., LTD.; External Director at Nippon Venture Capital Co., Ltd.



**Nobumichi Hattori**

External Director

Independent Director

### Increase Corporate Value by Focusing on Global Risk Management

I believe the best way to increase shareholder value is objectively judging how capital markets perceive Fast Retailing's corporate value. I consider global risk management factors and offer advice from a broad range of perspectives, and in this way ensure Fast Retailing continues to fulfill market expectations as a well-respected company that is anticipated to keep growing strongly in the future.

Appointed November 2005. Formerly worked at Goldman Sachs. Currently a research specialist in M&A and corporate value evaluation. Also serves as Visiting Professor at Waseda Graduate School of Business and Finance, and at Keio University Graduate School of Business Administration; External Statutory Auditor at Frontier Management Inc.; External Director at Hakuholdo DY Holdings Inc.



**Masaaki Shintaku**

External Director

Independent Director

### Promote Our Digital Consumer Retailing Company and Support Further Advancement

We have invested efficiently in transforming IT systems that now support Fast Retailing's operations. This has earned the company a strong reputation for the successful utilization of IT. Fast Retailing is proceeding with its evolution into a digital consumer retailing company and accelerating its efforts to analyze data and acquire knowledge. The company is attracting more exceptionally talented employees as we embrace the challenge of the next stage of growth. The Board of Directors is contributing in every way it can.

Appointed November 2009. Previously Executive Vice President of Oracle Corp. (US) and Chairman of Oracle Corp. (Japan). Currently Counselor of Special Olympics Nippon Foundation, External Director of NTT DOCOMO, INC. and NTT Communications Corporation.



**Takashi Nawa**

External Director

Independent Director

## Support Growth as a Company That Values Diverse Perspectives

Helping create a sustainable society is a common global goal that can increase corporate value. It is my job to help Fast Retailing address ESG issues more proactively and secure a reputation as a global industry leader. I want to help us grow into an even better company by ensuring my ideas and actions always champion diversity.

Appointed November 2012. Previously a director of McKinsey & Company and External Director at DENSO CORPORATION. Currently a Visiting Professor at the Hitotsubashi ICS, President of Genesys Partners, and External Director at NEC Capital Solutions Limited, Ajinomoto Co., Inc., and Sompo Holdings, Inc. and a Visiting Professor at the Kyoto University of Advanced Science.



**Naotake Ono**

External Director

Independent Director

## Ensure Transparent Management and Strengthen Risk Management

When I was in senior management, I expected external directors to voice direct opinions that took into account a wide range of perspectives. Developing a broad outlook by studying other industries as well as your own is vital to good management. Mr. Yanai is a leader who is open to ideas, so I intend to voice frank opinions and fulfill the external director's duty to ensure management transparency and to manage risk.

Appointed November 2018. Formerly Director, Senior Managing Executive Officer, Executive Vice President, President & COO of Daiwa House Industry Co., Ltd. Became Special Advisor to Daiwa House in November 2017.



**Kathy Mitsuko Koll (Kathy Matsui)**

External Director

Independent Director

## Create an Organization With Diversity as a Key Growth Driver

As Fast Retailing's first female external director and first director who is not a Japanese national, I intend to make proposals from a variety of perspectives. I have particular expertise and experience in ESG matters. I agree with Mr. Yanai's view that diversity is the driver of growth and I want to help create the organizational frameworks to achieve this. Nurturing role models who can promote "womenomics" is part of that effort.

Appointed November 2021. Worked as a partner and then Vice Chairperson at Goldman Sachs Japan Co., Ltd. Currently serves as Councilor of the Fast Retailing Foundation and General Partner of MPower Partners Fund L.P.



**Takeshi Okazaki**

## Promote Deep, Realistic Discussion Based on Actual Frontline Conditions

My role as Group senior executive officer and CFO is to supervise and engage with management. To that end, I like to convey the actual on-the-ground situation to the Board to help guide deeper, more realistic discussions. In line with Board policy, I will strive to shape the activities of the Board, including my own, from the perspective of our customers and other stakeholders, and to ensure fair and correct management.

Appointed November 2018. Worked at the Long-Term Credit Bank of Japan and as a partner at McKinsey & Company. Joined Fast Retailing in August 2011. Main current positions: Director, UNIQLO CO., LTD and G.U. CO. LTD.; Group Senior Executive Officer & CFO, Fast Retailing Co., Ltd.



**Kazumi Yanai**

## Create the Foundation for Continuous Growth by Valuing Long-term Perspectives

I am helping to create a strong foundation for continued growth by upholding our corporate culture, strengthening governance and prizing our social contributions. As a member of the founding family, I take a long-term perspective and aim to bolster Fast Retailing's global growth. As a senior executive officer, my job is to advance our business transformation and work together with employees and management teams to create our ideal company.

Appointed November 2018. Joined Fast Retailing in September 2009 after working at Goldman Sachs Group, Inc. and Link Theory Holdings (US) Inc. (currently Theory LLC). Main positions: Chairman, Theory LLC and UNIQLO USA LLC; Group Senior Executive Officer, Fast Retailing Co., Ltd.



**Koji Yanai**

## Focus on Our People, Strive for Correct Management and Sustainable Growth

Since being appointed as an executive officer, and gaining the practical experience that came with the post, I have become keenly aware of the importance of a management style that values people. As a director and a member of the founding family, it is my responsibility to pursue rational economic objectives as well as fair and correct management that reflects our commitment to society. I also hope to contribute to sustainable growth for all our stakeholders.

Appointed in November 2018. Joined Fast Retailing in September 2012 after working at Mitsubishi Corporation's food subsidiary Princes Limited, UK. Currently Group Senior Executive Officer, Fast Retailing Co., Ltd.

## Auditors



**Keiko Kaneko**

External Statutory Auditor

Independent Director

Appointed November 2012. Partner at Anderson Mori & Tomotsune; Statutory Auditor at UNIQLO CO., LTD.; External Statutory Auditor at The Asahi Shimbun Company and at Daifuku Co., Ltd.



**Masaaki Shinjo**

Standing Statutory Auditor

Appointed November 2012. Joined Fast Retailing in February 1994; served as General Manager of Group Auditing, Statutory Auditor at G.U. CO., LTD., General Manager of Sales Support Management Division at UNIQLO CO., LTD. Concurrent positions: Auditor, FAST RETAILING (CHINA) TRADING CO., LTD.



**Takao Kashitani**

External Statutory Auditor

Independent Director

Appointed November 2018. Director of Brain Group (Kashitani Accounting Office); President of Brain Core Co., Ltd. and of FP Brain Co., Ltd.; External Director at Japan Freight Railway Company.



**Masumi Mizusawa**

Standing Statutory Auditor

Appointed November 2019. Joined Fast Retailing in October 2001. Served as General Manager of Investor Relations, Global Corporate Management and Control. Concurrent positions: Auditor, LINK THEORY JAPAN CO., LTD.



**Masakatsu Mori**

External Statutory Auditor

Independent Director

Appointed November 2020. Currently serves as Special Advisor to the International University of Japan and External Director at Stanley Electric Company, Ltd., YAMATO HOLDINGS CO., LTD., and Kirin Holdings Company, Limited.