

Board of Directors

as of June 22, 2017



Mitsuhiro Takeda

Representative Director,
President and CEO
Nomination and Compensation
Committee member

He is responsible for the Company Policy of setting new standards of Japanese lifestyle by ensuring the direct reporting of all business divisions and overseeing Companywide product strategies.

1986. 4
Joined Kanematsu-Gosho, Ltd.
2004. 4
General Manager, Europe and the U.S. Import Products Department, KANEMATSU TEXTILE CORPORATION
2005. 9
Joined the Company
2006. 7
Became General Manager, Brand Business Division / Department Manager, Brand Business Department of the Company
2008. 7
Became Senior Executive Officer / General Manager, Business Development Division of the Company
2010. 4
Became Senior Executive Officer / General Manager, Business Unit I / General Manager, Brand Business Division of the Company
2010. 6
Became Director, Executive Managing Officer / General Manager, Business Unit I / General Manager, Brand Business Division of the Company
2011. 4
Became Director, Senior Executive Vice President / General Manager, Business Unit I / General Manager, Brand Business Division of the Company
2012. 4
Became Representative Director, President and Executive Officer of the Company
2017. 4
Became Representative Director, President and CEO, responsible for Supply Chain Management Division of the Company (current)



Mitsunori Fujisawa

Director, Executive Vice President
In charge of Business Support
Division of the Company
Representative Director and President,
COEN CO., LTD.

He is responsible for the continued medium- to long-term growth of COEN CO., LTD., as the company's representative director, while promoting Companywide distribution, IT, e-commerce, and other strategies.

1990. 3
Joined the Company
2005. 10
Became General Manager, Green Label Relaxing Division of the Company
2008. 7
Became Senior Executive Officer / General Manager, Green Label Relaxing Division of the Company
2010. 4
Became Senior Executive Officer / General Manager, Business Unit II / General Manager, Green Label Relaxing Division of the Company
2010. 6
Became Director, Executive Managing Officer / General Manager, Business Unit II / General Manager, Green Label Relaxing Division of the Company
2011. 4
Became Director, Executive Vice President / General Manager, Business Unit II, responsible for Channel Development Division of the Company
2017. 4
Became Director, Executive Vice President, responsible for Business Support Division of the Company (current)
Representative Director and President, COEN CO., LTD. (current)



Masami Koizumi

Director, Executive Vice President
In charge of the Administration
Division and the Investor Relations
Office

He is responsible for business administration, corporate governance, and compliance, and is strengthening administrative foundations Companywide.

1995. 7
Joined the Company
2000. 4
Became Department Manager, Finance and Accounting Department of the Company
2004. 12
Became Auditor of Netprice, Ltd.
2006. 6
Became Director of the Company
2007. 7
Became Director / General Manager, Administration Division / Department Manager, Finance and Accounting Department of the Company
2008. 7
Became Director, Executive Managing Officer / General Manager, Administration Division of the Company
2012. 4
Became Director, Executive Vice President / General Manager, Administration Division, responsible for Plan Management Office of the Company
2015. 4
Became Director, Executive Vice President, responsible for the Administration Division and the Investor Relations Office of the Company (current)



Hiroyuki Higashi

Director, Executive Managing Officer
In charge of the Corporate Strategy
Division

He is responsible for business planning and development, overseas expansion, and human resource organizational development. He implements strategic, medium-term initiatives.

1988. 4
Joined World Co., Ltd.
1996. 3
Joined the Company as Section Manager, Human Resources Section, President's Office
2000. 4
Became Department Manager, Human Resources Department / Department Manager, Corporate Strategy Department of the Company
2004. 8
Became Deputy General Manager, Business Management Division / Group Manager, Corporate Strategy Group of the Company
2005. 10
Became Manager, President's Office / Section Manager, Corporate Planning Section of the Company
2006. 7
Became Deputy General Manager, United Arrows Division of the Company
2008. 4
Became General Manager, United Arrows Division of the Company
2008. 7
Became Senior Executive Officer / General Manager, United Arrows Division of the Company
2012. 6
Became Director, Executive Managing Officer / General Manager, Business Unit I of the Company
2015. 7
Became Director, Executive Managing Officer, responsible for the Corporate Strategy Division of the Company (current)



Yukari Sakai

Outside Director
Standing Audit and Supervisory
Committee member (Chairperson)
Nomination and Compensation
Committee member (Chairperson)

She has a wealth of finance-related knowledge including expertise in financing and accounting matters as well as extensive experience as a director and an audit and supervisory board member at other companies. Leveraging this knowledge and experience, she will help strengthen the supervisory and oversight functions of management, increase transparency, and efficiency.

1991. 4
Joined Nomura Securities Co., Ltd. (resigned in September 1997)
2005. 6
Became Standing Outside Audit and Supervisory Board Member of UNITED ARROWS LTD.
2013. 9
Became Outside Auditor of Beauty Kadan Co., Ltd. (current)
2016. 6
Became Outside Director of UNITED ARROWS LTD. (and Standing Audit and Supervisory Committee member) (current)



Gaku Ishiwata

Outside Director
Audit and Supervisory Committee
member
Nomination and Compensation
Committee member

He is an attorney-at-law well-versed in corporate governance, capital policies, and M&A activities in Japan and overseas. We expect he will leverage his abundant knowledge and experience to help strengthen the Company's corporate governance and compliance framework.

1997. 4
Registered with the Daini Tokyo Bar Association as an attorney-at-law; Joined Mori Sogo Law Offices (currently, Mori Hamada & Matsumoto)
2001. 9 — 2002. 8
Worked at Davis Polk & Wardwell, New York
2002. 6
Registered with the New York State Bar Association
2004. 9
Became member of the Corporate Value Study Group organized by Japan's Ministry of Economy, Trade and Industry
2005. 1
Became partner at Mori Hamada & Matsumoto (current)
2005. 7
Became member of the First Subcommittee of Sectional Committee on Financial System of Financial System Council
2007. 4
Became part-time lecturer at Kyoto University Law School
2008. 6
Became External Board Member of XEBIO CO., LTD. (currently XEBIO HOLDINGS CO., LTD.) (current)
2010. 4
Became member of the Liaison Conference on Corporate Governance organized by Financial Services Agency
2011. 9
Became member of the Disclosure System Working Group, Specialized Legal System Study Group, Financial Services Agency
2013. 6
Became Outside Director of UNITED ARROWS LTD.
2016. 6
Became Outside Director of UNITED ARROWS LTD. (and Audit and Supervisory Committee member) (current)



Hidehiko Nishikawa

Outside Director
Audit and Supervisory Committee
member
Nomination and Compensation
Committee member

He has a wealth of experience in the fashion and retailing industries, and as a university professor he will leverage his abundant experience and knowledge to promote sound and efficient operations.

1985. 4
Joined World Co., Ltd.
2000. 7
Became Manager, Business and Operation divisions of MUJI.net Co., Ltd.
2001. 4
Became Director of MUJI.net Co., Ltd.
2005. 4
Became Assistant Professor, College of Business Administration, Ritsumeikan University
2007. 4
Became Associate Professor, College of Business Administration, Ritsumeikan University
2008. 4
Became Professor, College of Business Administration, Ritsumeikan University
2010. 4
Became Professor, Faculty of Business Administration, Hosei University (current)
2012. 8
Became Vice President of Japan Marketing Academy
2015. 4
Became Director, Graduate School of Business Administration, Hosei University
2015. 6
Became Outside Director of UNITED ARROWS LTD.
2015. 10
Became Representative Director, Sekigakusha Co., Ltd. (current)
2016. 6
Became Outside Director of UNITED ARROWS LTD. (and Audit and Supervisory Committee member) (current)
2017. 4
Became Vice president of Japan Marketing Academy (current)