

Integrated Report Editorial Policy

Regarding the Publication of the Integrated Report 2025



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Vice President and
Executive Officer and CFO
Wacoal Holdings Corp.

In 2025, the Wacoal Group enters the final year of its revised medium-term management plan. Despite challenging business conditions both domestically and internationally, we continue to advance toward the future without pause. Our newly published “Integrated Report 2025” aims to communicate our initiatives and the underlying vision to all our stakeholders.

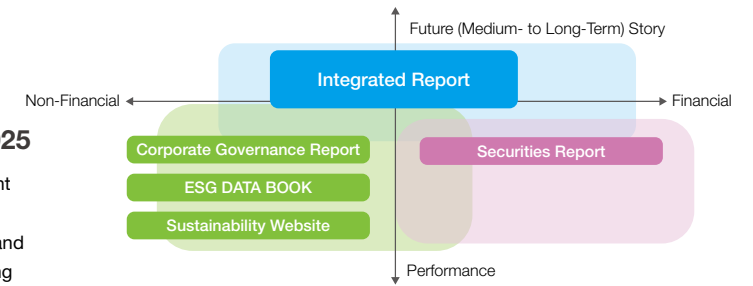
This year’s theme is “Empowering. WACOAL.” This was adopted as Wacoal Corp.’s campaign slogan in February 2025. It embodies our desire, as a company supporting both mind and body, to be the closest supporter of our customers’ health and their individuality. This message is directed not only at our customers but also at each and every employee. While preserving the values we have cultivated over the years, we are pursuing new growth through the transformation of our business processes. Within this journey, we believe that when employees respect their own individuality and leverage it in their work, it ultimately becomes a force that supports the individuality of each and every customer. It is with this conviction that we have adopted the theme “Empowering. WACOAL.”

We sincerely hope this report will serve as an opportunity to deepen the understanding of our philosophy and initiatives among all stakeholders, including our customers, business partners, shareholders, and investors.

We will continue to strive for further enhancement of corporate value through careful dialogue and sincere communication with all our stakeholders.

Positioning of the Integrated Report 2025

Our integrated report comprehensively covers our management strategy for creating medium- to long-term corporate value, along with our financial and non-financial perspectives, data, and initiatives. Financial results and management strategy (including non-financial information) are detailed in our Annual Securities Report. Detailed non-financial information, such as ESG management and sustainability activities, is presented in our Corporate Governance Report, ESG DATA BOOK, and on our Sustainability Website.



Editorial Policy

In accordance with international norms for integrated reporting, the Wacoal Group has been issuing integrated reports since fiscal 2011 as part of its communication with shareholders and other investors. This integrated report explains the Wacoal Group’s value creation activities by integrating not only business and financial information but also non-financial information such as intangible assets not disclosed in financial statements. Further, the website of Wacoal Holdings Corp. includes comprehensive coverage of various information about the Group. We hope that referring to this integrated report in conjunction with the website will further deepen understanding of the Group. Going forward, we will continue pursuing an editorial policy that meets our readers’ expectations.

Target Organizations: Wacoal Holdings Corp., domestic and international Group companies

Related companies are listed on the right.

<https://www.wacoalholdings.jp/en/group/wacoalgroup/>

Target Period: April 1, 2024 to March 31, 2025 (including some past and recent items)

Content Addressing Stakeholder Expectations and Frequently Asked Questions

(1) Learn about Wacoal's roots, history, and strengths	See p. 07 . The WACOAL Way See p. 09 . The Wacoal Group's Journey See p. 10 . Value Creation Process See p. 13 . Wacoal's Value Chain
(2) Learn about the progress and challenges of our current mission and revised medium-term management plan	See p. 16 . Toward Realizing “VISION 2030” See p. 03 . A Message from the President See p. 17 . Domestic Business Strategy (A Message from Wacoal Corp. President) See p. 31 . Financial Strategy (A Message from the CFO)
(3) Learn about Wacoal's core products and brands	See p. 11 . About Our Brands (Japan and Overseas)
(4) Learn about the initiatives and results of our domestic business strategy	See p. 17 . Domestic Business Strategy (A Message from Wacoal Corp. President) See p. 20 . Domestic Business Strategy Special Feature: Key Person Interview
(5) Learn about our overseas business strategy and growth initiatives	See p. 26 . Overseas Business Strategy (Message from the Head of the Global Operations Division) See p. 29 . Overseas Business Strategy Special Feature: Key Person
(6) Learn about our sustainability initiatives such as climate change countermeasures and human capital	See p. 34 . Initiatives to Reinforce Human Capital See p. 36 . Environmental
(7) Learn about the effectiveness of the Board of Directors and the oversight and advice provided by external directors regarding management	See p. 43 . Interview with an External Director See p. 47 . Corporate Governance

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Cover Design Concept



Employee initiative and company-wide unity are expressed through vibrant, pop colors, demonstrating our corporate stance toward sustainable value creation.

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Forward-Looking Statements

Statements contained in this integrated report that are not historical facts are forward-looking statements, which reflect the Company's plans and expectations at the time of writing. These forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause the Company's actual results, performance, or achievements to differ materially from those anticipated in these statements.

Corporate Information (As of March 31, 2025)

Company Name	Wacoal Holdings Corp.	Establishment	November 1, 1949
Head Office	29 Nakajima-cho, Kisshoin, Minami-ku, Kyoto 601-8530, Japan	Capital	¥13,260 million
Founding	June 15, 1946	Representative Director, President and CEO	Masaaki Yajima

Line of Business

Wacoal's mainstay business is the manufacture, wholesale, and direct sales to consumers (for some products) of intimate apparel (mainly women's foundation garments, lingerie, nightwear, and children's underwear), outerwear, sportswear, and other textile products and accessories. In addition, Wacoal operates other businesses related to food, culture, and services.
Number of Employees (Consolidated)
16,124 (Excluding the average number of part-time employees)