

Wacoal's Value Chain

At Wacoal, we have been advancing transformation of the value chain from the customer's point of view. We create high value-added products through a series of processes ranging from analysis based on feedback from customers and sales staff (beauty advisors) to research utilizing anthropometric data, product planning and design, and manufacturing and sales.



Market Research/Analysis and Research

Market Research/Analysis (Marketing)

The Company continuously conducts consumer research, which includes feedback from customers and beauty advisors, and analysis and segmentation of purchasing data to clarify the value provided by its brands from the customer's point of view. In developing products, we accurately identify customer needs for each brand, further categorize the market based on price range and age, and clarify our focus segments using strategy maps.

Human Science Research & Development Center (Research)

Since being established in 1964, the Human Science Research & Development Center has scientifically analyzed women's physiques over many years and accumulated unique knowledge. The development of products based on this precise data and understanding of the human body provides value that extends beyond simply the apparel to deliver "manufacturing attuned to the body" that other companies cannot emulate.

Number of people from whom we have gathered accumulated data available for research
Approx. **270,000**

Number of people from whom we gather measurement data on a continuous basis (every 5 years)
Approx. **1,000**

Number of coordinate values measured by our 3D measuring equipment
Approx. **50,000**



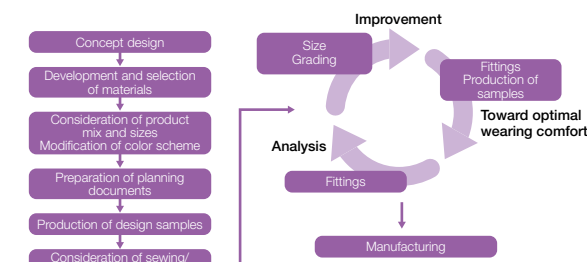
Product Planning/Design

Merchandising (MD)

We have introduced a brand manager system and seek to maximize brand value by providing customers with consistent brand value across the whole series of value chain processes encompassing planning, development, manufacturing, distribution, sales, and marketing.

Product Planning/Design

More than 200 designers use creativity and anthropometric data to create styles with a focus on wearing comfort and figure enhancement. By repeatedly cycling through a process of fittings, analysis, and improvements, we realize optimal wearing comfort.



TOPICS

Further Utilization of Body Measurement Data

Wacoal Corp. developed the 3D measurement service SCANBE using measurement data from the Human Science Research & Development Center. SCANBE is a service that measures the entire body with a 3D body scanner and allows customers to gain detailed knowledge of their own body data, including a 3D body image and measurements of 20 different parts of the body. The data measured by SCANBE can also be linked to WACOAL CARNET, Wacoal's official app, allowing customers to check it on their own smartphone

anytime, anywhere. As of September 2025, we have introduced 31 SCANBE 3D body scanners at 28 stores nationwide, which have been used by more than 300,000 people. In addition, in March 2024, we launched a fee-based service called Fashion Framework Analysis. With the release of another new fee-based service called Body Alignment Analysis in June 2025, we are actively addressing areas other than underwear and promoting utilization of our body measurement data in the health and wellness sector.



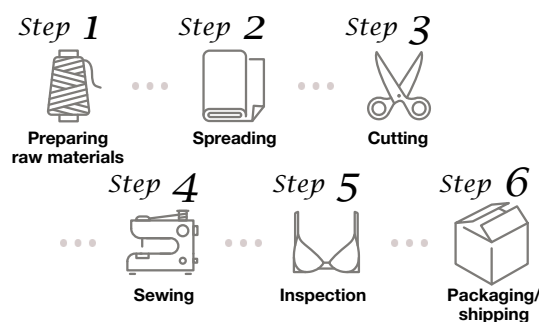
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Manufacturing/Quality Control

Manufacturing/Quality Control

Wacoal positions product quality preservation as a social responsibility and practices stringent quality control across all processes from material procurement to shipment in addition to manufacturing based on the highly skilled handwork of experienced sewing personnel in our own factories. We carry out testing and durability checks for each component based on stringent standards to provide safe, high-quality products. We have also established the Quality Assurance Council as the Group's highest body related to quality assurance and operate quality management based on ISO 9001 to provide customers with peace of mind and safety.



Sales

In-store Sales

Wacoal's sales staff (beauty advisors) play an important role in building trusting relationships with customers that are deeper, broader, and longer by attending carefully to each person and helping to accentuate their beauty using specialized knowledge and advanced fitting technology.

E-commerce Sales

Products from all of Wacoal's brands are available on the Wacoal website store, the Company's e-commerce site, which provides tailored services for even more customers through "Bra Recommendations Based on Body Type" and other features. We also partner with major platforms and actively sell products on other companies' e-commerce sites.

In-store × E-commerce (OMO)

In April 2025, we opened "WACOAL is," an online-merge-offline (OMO) store. The store provides the value added that is unique to the in-store format, such as trying products on, checking the materials, and consulting, while also strengthening connections with the volume of information, convenience, and variety of content possessed by the e-commerce site. We have designed the best customer journey by maximizing the strengths of both channels.

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Feedback from Customers Feedback from Sales Staff

Utilizing Customer Feedback

Establishment of the Wacoal Customer Center

Wacoal established the Wacoal Customer Center as an important hub for communicating with customers.

We share the feedback received and have established mechanisms for using it to develop and improve our products and services to enhance customer satisfaction.

Kiiteyo Wacoal (Your Request to Wacoal)

– Creating more attractive products based on customer feedback –
We use the direct feedback we receive from customers daily, such as "I'd like some improvements to this product," or "I'd like you to sell that product again," in the development of products. Customer feedback is our driving force for creating more comfortable and attractive products.

Utilizing Feedback from Sales Staff

Wacoal's Voice of Customer (VOC) initiatives reflect requests about sizes, materials, colors, and other product features obtained through feedback from beauty advisors on customer interactions and customer reviews into product development. For example, we have improved waist specifications following complaints about products feeling tight. The skills of our beauty advisors in empathizing and conversing with customers are utilized in creating products from the customer's point of view.

TOPICS

Beyond "Wearing" to "Experiencing" – The Skill and Passion Behind Wacoal Products

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Wacoal Manufacturing Japan Corp. has been supporting domestic manufacturing for more than half a century. Today, the company has two factories; the Nagasaki Unzen Factory (established in 1973) and the Fukui Sakai Factory (established in 1970) and manufactures high-end products, primarily foundation garments, lingerie, and sportswear. In addition to these products, the company recently began new demand-driven production of various girdle products.

Our key role consists of creating the appearance, function, and feel intended by the designers and pattern makers as a product through the process of cutting the materials, sewing, inspection, and packaging. We do not just make products. Rather, we aim to embody Wacoal's planning and development skills in the form of a product delivered to customers that will allow them to appreciate its true value. All the employees picture the happiness of customers in our minds while working together in continuing to support manufacturing at Wacoal.



Sewing Team, Nagasaki Unzen Factory, Wacoal Manufacturing Japan Corp.