**Toward Realizing the Medium- to Long-Term** Strategy Framework "VISION 2030"

Our Group has formulated "VISION 2030," which outlines our future vision toward 2030. This vision is based on backcasting from long-term goals, while considering the business challenges we face, our customers' values, and changes in society and the environment, all in pursuit of putting our management philosophy into practice. Starting with fiscal 2024, we are advancing a revised medium-term management plan to enhance the likelihood of achieving VISION 2030. This plan aims to transform our structure into one capable of steadily generating cash, thereby improving profitability and capital efficiency while enhancing the effectiveness of our strategies.

**Medium- to Long-Term Strategy Framework** 

## "VISION 2030"

as 'Wacoal Group of the World'

## FY2027 to FY2031

Next medium-term management plan

## FY2024 to FY2026

In addition to continuous

VISION 2030 through the execution of new growth

improvement, we will

pursue the goals of

investments

Revised medium-term management plan

## **Evolution of** value creation process

Contribute to beauty with individuality

Increase sales Achieving a return exceeding capital cost

> Customercentered value chain

**Customer-centered** value chain reform

Improving profitability and production efficiency at each stage

New value creation Maximization of management efficiency

**Founding Principles** 

**Mission** 

Solving materialities Revamp corporate culture

> Always put customers first