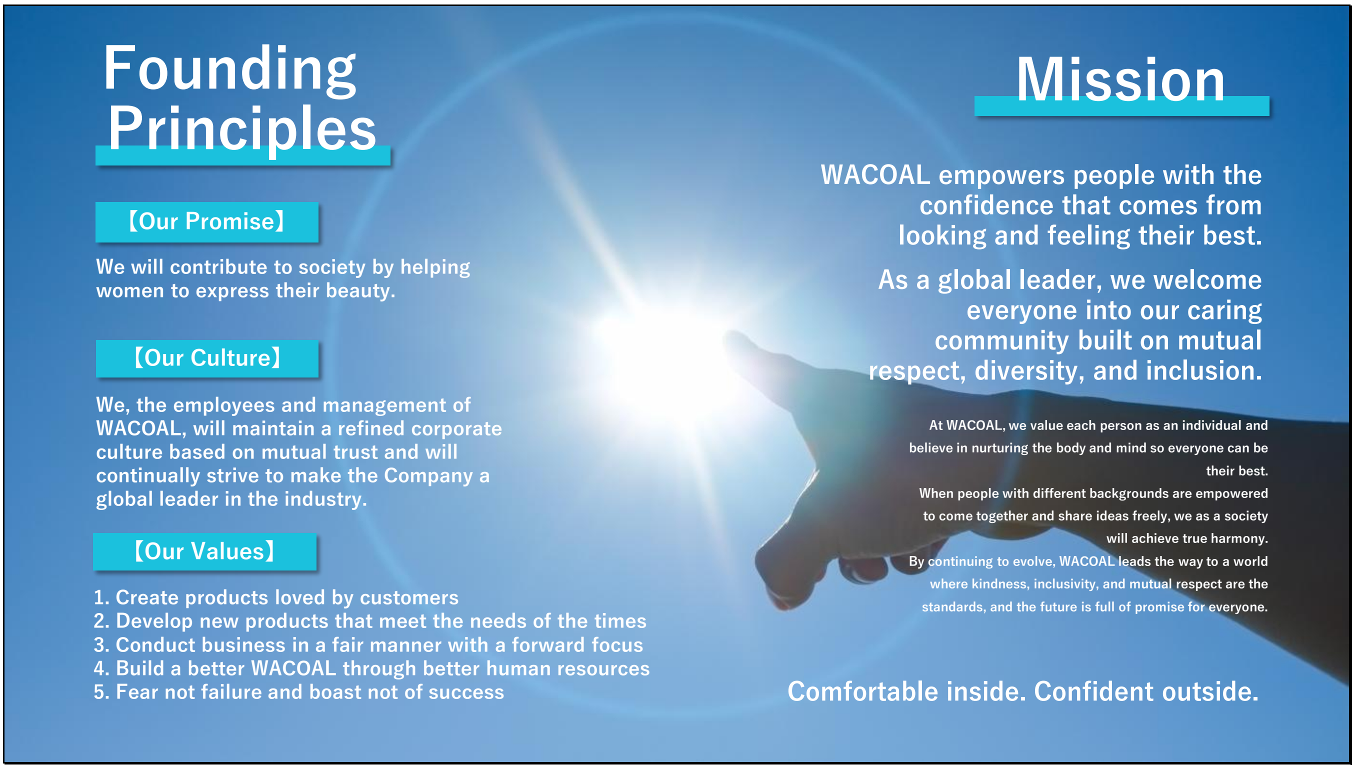
Medium-Term Management Plan 2029
(FY2027 to FY2029)

June 22, 2026
Wacoal Holdings Corp.

I am Yajima, Representative Director, President and CEO, Group CEO.

The Medium-Term Management Plan 2029 is not a presentation of the next three-year targets. It clarifies our vision, thoughts and approach for sustainable growth beyond VISION 2030.



First, I'd like to talk about our founding principles and mission. In formulating the Medium-Term Management Plan 2029, we revisited our founding principles, our culture, and our values.

Since our founding in 1946, our business has been rooted not simply in selling products, but in caring for every individual's body and mind and providing them with beauty and fulfillment. These are the foundations of Wacoal, its DNA, and its universal values. In drafting the Medium-Term Management Plan 2029, we revisited these fundamental principles.

Opening Remarks: Key Messages for This Presentation

WACOAL HOLDINGS CORP.

The Revised Medium-Term Management Plan announced in 2023, under which we worked with unwavering resolve, was unachieved from the perspective of turning around our main business.

We believe that, to achieve the Wacoal Group's mission and evolve and grow into a global Wacoal Group, the goal set in VISION 2030, it is essential to go back to our Founding Principles, squarely address issues that we have not been able to face head-on, and complete the reconstruction of our business while creating new value at the same time.

Seeing the failure to achieve the Revised Medium-Term Management Plan as a serious matter, all of us at the Wacoal Group will work as one and make every effort to achieve VISION 2030 and Medium-Term Management Plan 2029. We resolve to persevere no matter what challenges we face.

I'd like to start by sharing the most important point I want to convey today.
The revised medium-term management plan announced in 2023 was not achieved from the perspective of turning around our main business. As management, we take these results very seriously. We also thought it was necessary to review the reasons for the shortfall.
We believe that, to achieve the Wacoal Group's mission and evolve and grow into the global Wacoal Group, the goal set in VISION 2030, it is essential to go back to our founding principles, squarely address issues that we have not been able to face head-on, and complete the reconstruction of our business while creating new value at the same time.
In the Medium-Term Management Plan 2029, rather than simply treating our failure to achieve the previous targets as a lesson to be learned, we changed the way of formulation and execution, thereby ensuring our growth in the future.

CONTENTS

Medium-Term Management Plan 2029（FY2027～FY2029）

— 01 Review of the Revised Medium-Term Management Plan, Policy on Formulation of the Medium-Term Management Plan 2029, and Overview ・・・P.6

— 02 Wacoal Corp. Medium-Term Management Plan 2029 ・・・P.15

— 03 Overseas Businesses Medium-term Management Plan 2029 ・・・P.28

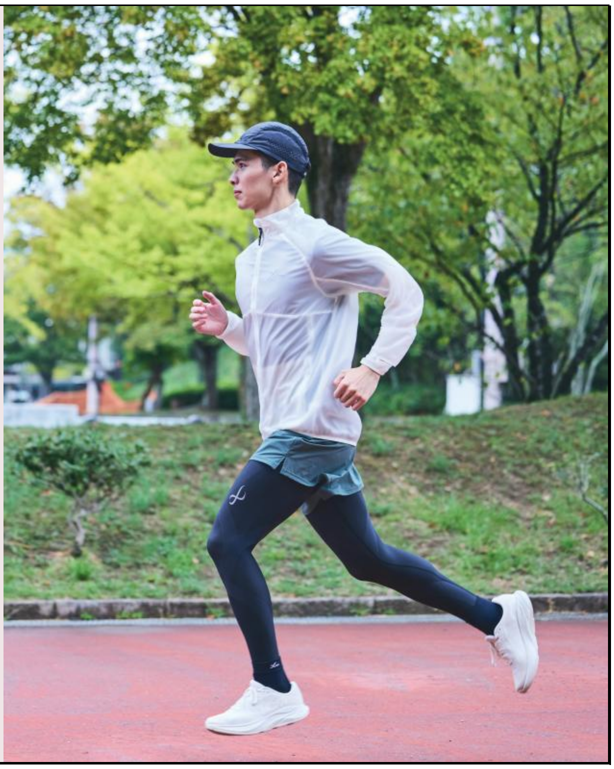
— 04 Other Businesses Medium-term Management Plan 2029 ・・・P.37

— 05 Strengthening Group Management ・・・P.39

Appendix ・・・P.46

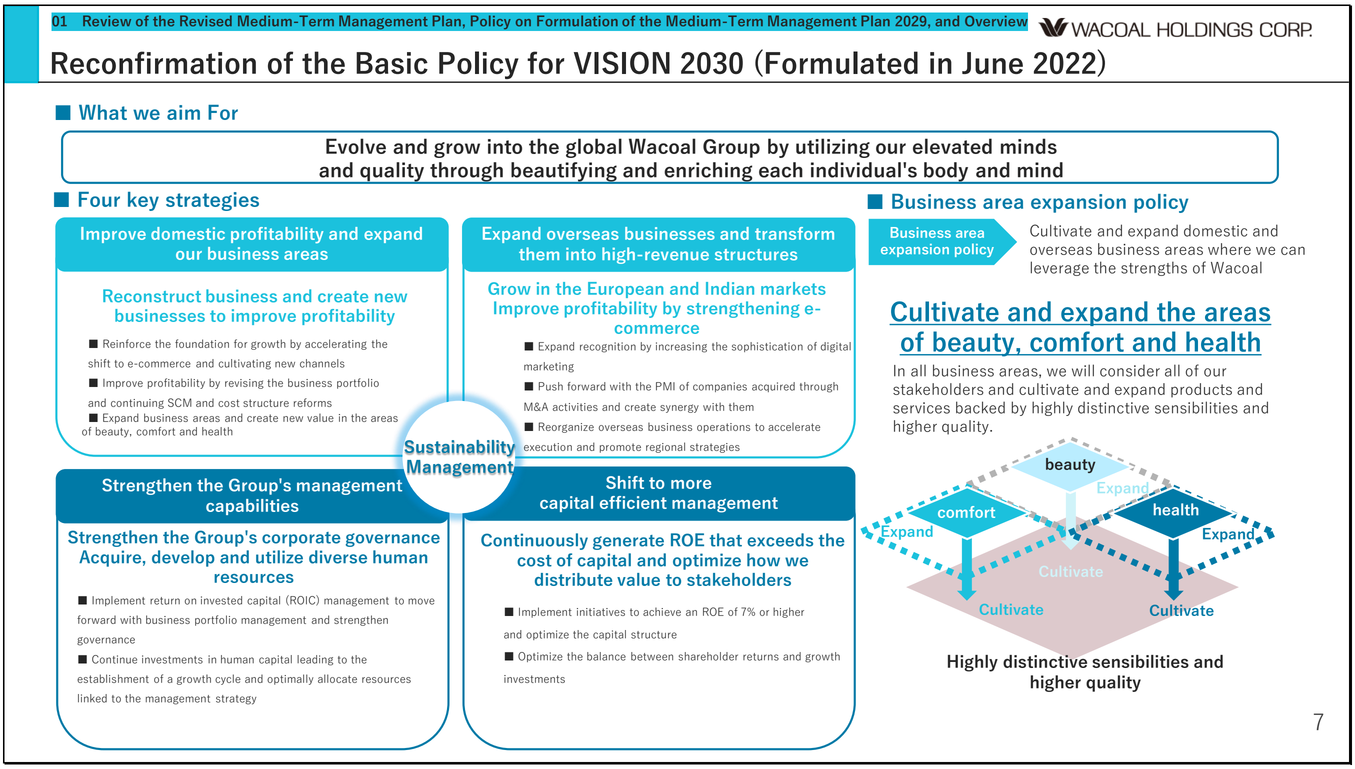
Today’s presentation is divided into five topics. Let me walk you through.

Medium-Term Management Plan 2029 （FY2027-FY2029）



01 Review of the Revised Medium-Term Management Plan, Policy on Formulation of the Medium-Term Management Plan 2029, and Overview

First, we will show you a review of the revised medium-term management plan, the policy on formulation of the Medium-Term Management Plan 2029, and an overview.

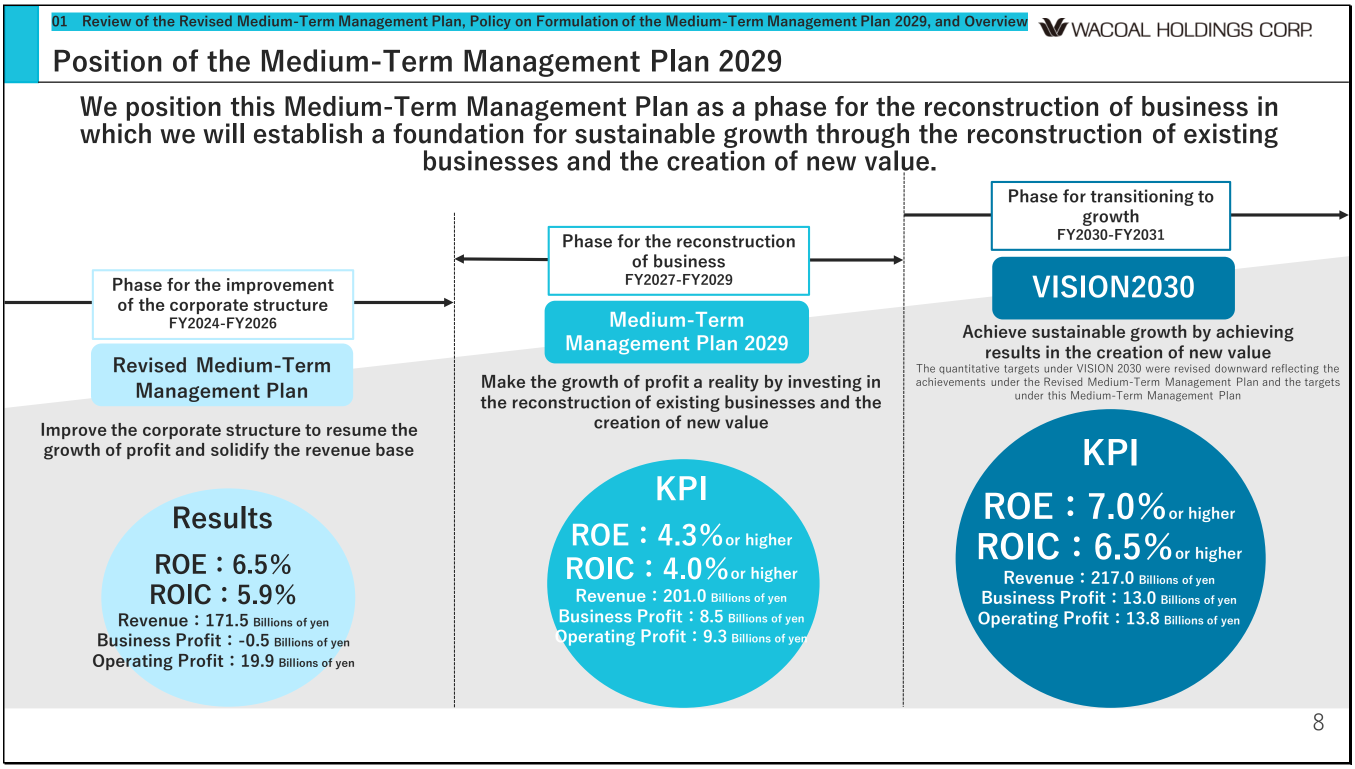


First, this slide is for reconfirmation of the basic policy for VISION 2030, which was formulated in June 2022. You can see what we aim for, the four key strategies, and the business area expansion policy. In the Medium-Term Management Plan 2029, the basic policy remains unchanged.

Today's presentation is divided into five topics. Let me walk you through.

First, we will show you a review of the revised medium-term management plan, the policy on formulation of the Medium-Term Management Plan 2029, and an overview.

First, this slide is for reconfirmation of the basic policy for VISION 2030, which was formulated in June 2022. You can see what we aim for, the four key strategies, and the business area expansion policy. In the Medium-Term Management Plan 2029, the basic policy remains unchanged.



This slide shows the position of the Medium-Term Management Plan 2029.

The three-year period of the revised medium-term management plan was a phase for the improvement of the corporate structure to resume the growth of profits.

We position the Medium-Term Management Plan 2029 as a phase for the reconstruction of businesses in which we will make profit growth by investing in the reconstruction of existing businesses and the creation of new value.

From 2030, we will enter a phase for transitioning to growth. In other words, these next three years are not serving as a bridge for future growth. It is rather a critical period for rebuilding the foundation for sustainable growth.

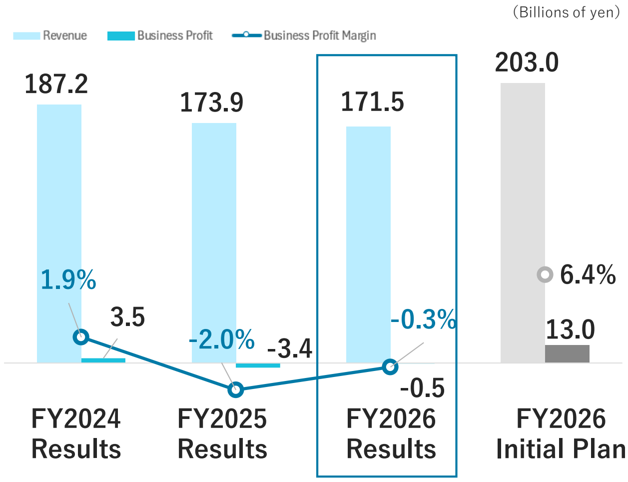
In addition, the quantitative targets under VISION 2030 were revised, reflecting the achievements under the Revised Medium-Term Management Plan and the targets under this Medium-Term Management Plan.

WACOAL HOLDINGS CORP.

Review of the Revised Medium-Term Management Plan (FY2024 to FY2026) (Quantitative Targets)

While some measures resulted in achievements, revenue and business income were far below the initial plan.
While operating profit and some capital efficiency indicators were above the plan,
issues remained regarding the fundamental improvement of profitability.

FY2024-FY2026 Changes in revenue, business profit and business profit margin



(Billions of yen) (Revenue, Business Profit, Operating Profit)

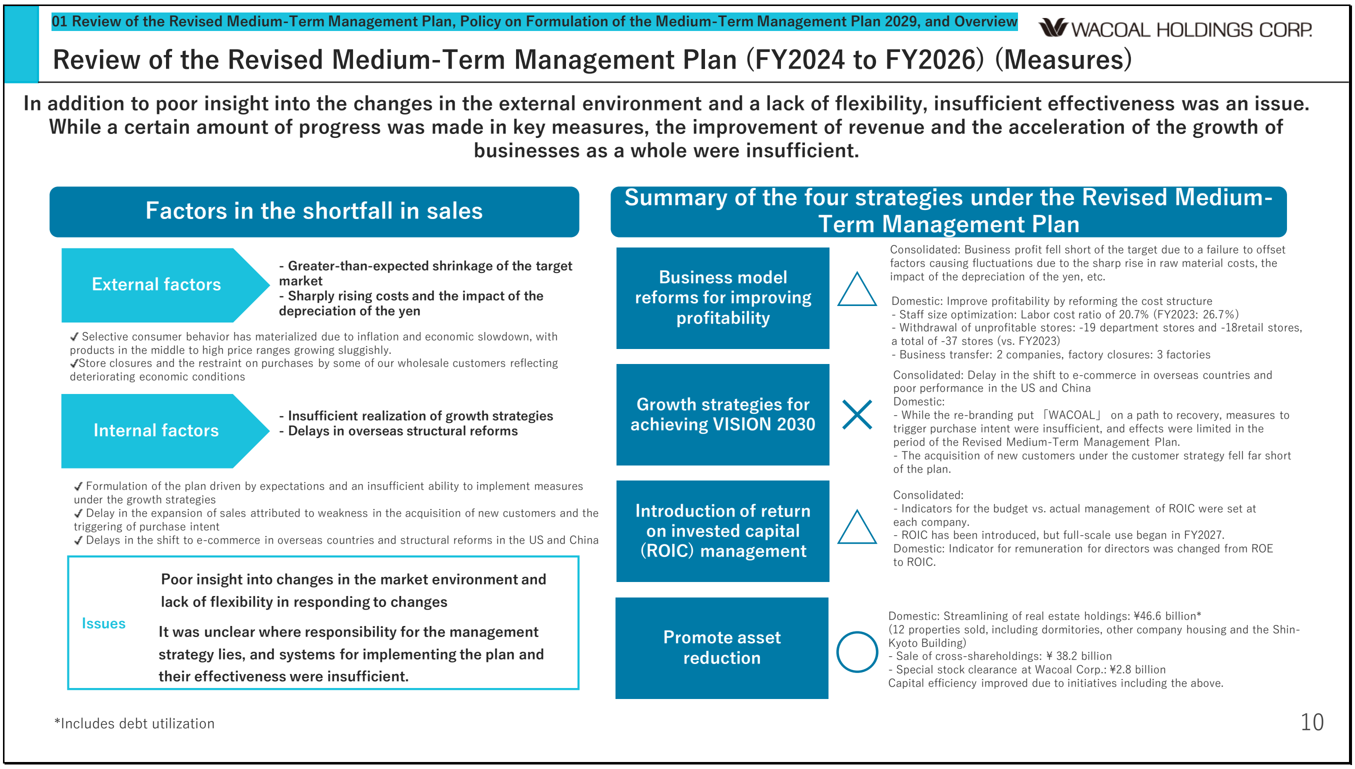
	FY2026 Results	FY2026 Initial Plan	Change
Revenue	171.5	203.0	-31.5
Business Profit	-0.5	13.0	-13.5
Business Profit Margin	-0.3%	6.4%	—
Operating Profit	19.9	13.0	+6.9
Operating Profit Margin	11.6%	6.4%	+5.2pt
ROE	6.5%	7.0%	-0.5pt
ROIC	5.9%	6~7%	-0.1pt
EPS	￥262	￥200 or higher	+￥62
Exchange Rate (USD)	150.77	145.00	+5.77
Exchange Rate (GBP)	202.10	180.00	+22.10
Exchange Rate (CNY)	21.25	20.00	+1.25

This slide shows a review of the revised medium-term management plan.

Revenue was JPY171.5 billion, falling short of the initial plan of JPY203 billion by JPY31.5 billion, while business profit was negative JPY0.5 billion, falling short of the initial plan of JPY13 billion by JPY13.5 billion.

On the other hand, operating profit was JPY19.9 billion, exceeding the plan, owing to gains on the sale of fixed assets and others. ROE and ROIC improved to a certain extent, but they did not reach the initial plan.

The main point of the revised medium-term management plan review is that revenue and business profit from our main business fell short of the plan. Therefore, in the Medium-Term Management Plan 2029, we regard the fundamental improvement of profitability as our top priority.



This slide shows the factors in the shortfall in sales and future challenges.

External factors are greater-than-expected shrinkage of the target market due to selective consumer behavior attributable to inflation and economic slowdown, as well as sharply rising costs and the impact of the depreciation of the yen.

On the other hand, we recognize internal factors as a more fundamental issue. Specifically, these include poor insight into changes in the market environment and lack of flexibility in responding to changes, as well as formulation of the plan driven by expectations and an insufficient ability to implement measures under the growth strategies.

In addition, it was unclear where responsibility for the management strategy lies. The mechanisms for monitoring progress and taking corrective action were not functioning adequately. The Medium-Term Management Plan 2029 was designed based on these lessons learned.

Medium-Term Management Plan 2029 Approach to Formulation

Review and reconstruct the previous business structure in light of the changes in the external environment and internal issues, and introduce systems to ensure effectiveness. Proceed with the transformation of the business portfolio and the shifting of resources to growth areas. At the same time, invest to create new value.

Resolve issues under the Revised Medium-Term Management Plan and direction of this Medium-Term Management Plan

Issues under the Revised Medium-Term Management Plan included changes in the market environment (channels, consumer trends, soaring costs, etc.), an inability to respond to them and a lack of flexibility. In addition, it was unclear where responsibility for the management strategy lies, and the effectiveness of the plan was insufficient.

Business reconstruction reflecting the market environment

- Review of the business portfolio and channels
- Shift to e-commerce and strengthen CW-X in particular

Creation of new value leveraging our strengths and assets

- Creating the second and third pillars of profit for sustainable growth
- Up-front investments for the future(including Melooop, SCANBE, etc.)

Evaluate what will change and what will not under this Medium-Term Management Plan

The Founding Principles and Mission form the Wacoal Group's foundation. In addition, we will not change the strategy or direction under VISION 2030 or the Revised Medium-Term Management Plan. We will continue with what we aim for, our key strategies, the pursuit of capital efficiency, and the reform of our cost structure under this Medium-Term Management Plan.

What not to change

- Founding Principles and Mission
- VISION 2030, Revised Medium-Term Management Plan
  What we aim for and key strategies
- Pursuit of capital efficiency and acceleration of cost structure reforms

What to change

- Examination process in the formulation of plans
- Structure for implementation

Key points in the formulation of this Medium-Term Management Plan

In the review of the Revised Medium-Term Management Plan, the inadequate verification of the plan and implementation of measures were factors leading to the failure to achieve performance targets. For this Medium-Term Management Plan, we have introduced a system for examining and ensuring the feasibility of (likeliness to achieve) the plan.

Examining the likeliness of the achievement of the plan

- Examine the appropriateness of the plan using external knowledge
  Refine the plan to increase the likeliness of its achievement

Introduction of systems to enhance effectiveness

- Domestic: Wacoal Corp. newly established the Transformation Office to strengthen monitoring. This office leads efforts to solve issues.
- Overseas: We shifted to a structure with two headquarters, one in Europe and the United States and one in China and Asia, to increase cooperation between these areas and enhance the effectiveness of the plan.

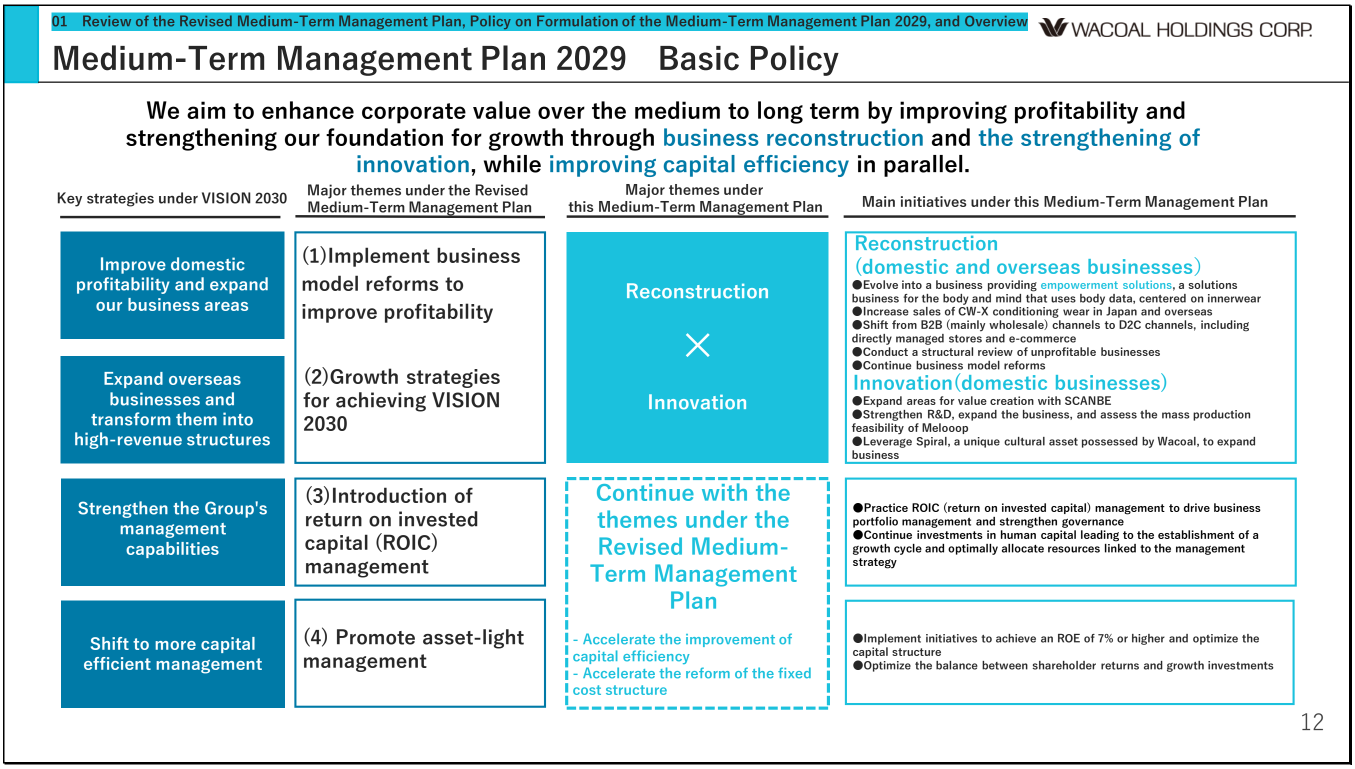
Now, I would like to explain the approach to Medium-Term Management Plan 2029 formulation.

There are three key points.

First, we needed to review the business structure in light of the changes in the external environment. Given that markets, distribution channels, and consumer behavior are changing, we cannot achieve sufficient results by simply continuing with our traditional approaches. We reviewed the business portfolio and channels. We will shift to e-commerce and allocate resources to growth areas.

Second, we will promote the creation of new value by leveraging our strengths and assets. Our company possesses unique strengths that can be leveraged for future growth, including product development capabilities, body data, brand assets, and cultural assets. Building on these, we will develop our second and third pillars of profit.

Third, we will examine the likeliness of the achievement of the plan and strengthen the structure for plan implementation. Under the Medium-Term Management Plan 2029, we will examine the appropriateness of the plan using external knowledge. We have established the transformation office in Japan and a structure with two headquarters overseas to enhance the effectiveness of the plan. We not only created a plan but also designed a system to monitor progress, address issues, and resolve them for the Medium-Term Management Plan 2029, which is a major difference from the previous plan.



This slide shows the Medium-Term Management Plan 2029's basic policy.

Please look at the middle of this slide. The key theme of the Medium-Term Management Plan 2029 is reconstruction and innovation.

First, regarding reconstruction, we will implement measures that directly improve the profitability of our existing businesses, including reviewing the innerwear business, channel structure, and unprofitable businesses, and business model reforms.

Meanwhile, with regard to innovation, we will foster initiatives to leverage our unique assets and technologies such as SCANBE, Melooop, and Spiral.

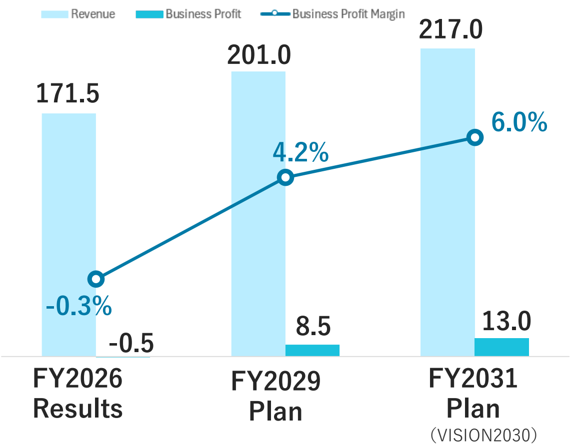
These are not for generating short-term profits, but rather investments designed to create future growth drivers. Improving profitability alone will not lead to future growth. New investments alone will not stabilize our current revenue base. In the Medium-Term Management Plan 2029, we will build a management foundation that leads to sustainable growth by promoting these two initiatives simultaneously.

Medium-Term Management Plan 2029: Quantitative Targets

**Under this Medium-Term Management Plan, we will reconstruct our business and create new value.
We aim to achieve an ROE that exceeds the cost of capital under VISION 2030, within the next five years, when the effects of our measures become apparent.**

FY2026-FY2031 Changes in revenue, business profit and business profit margin

(Billions of yen)



(Billions of yen) (Revenue・Business Profit・Operating Profit)

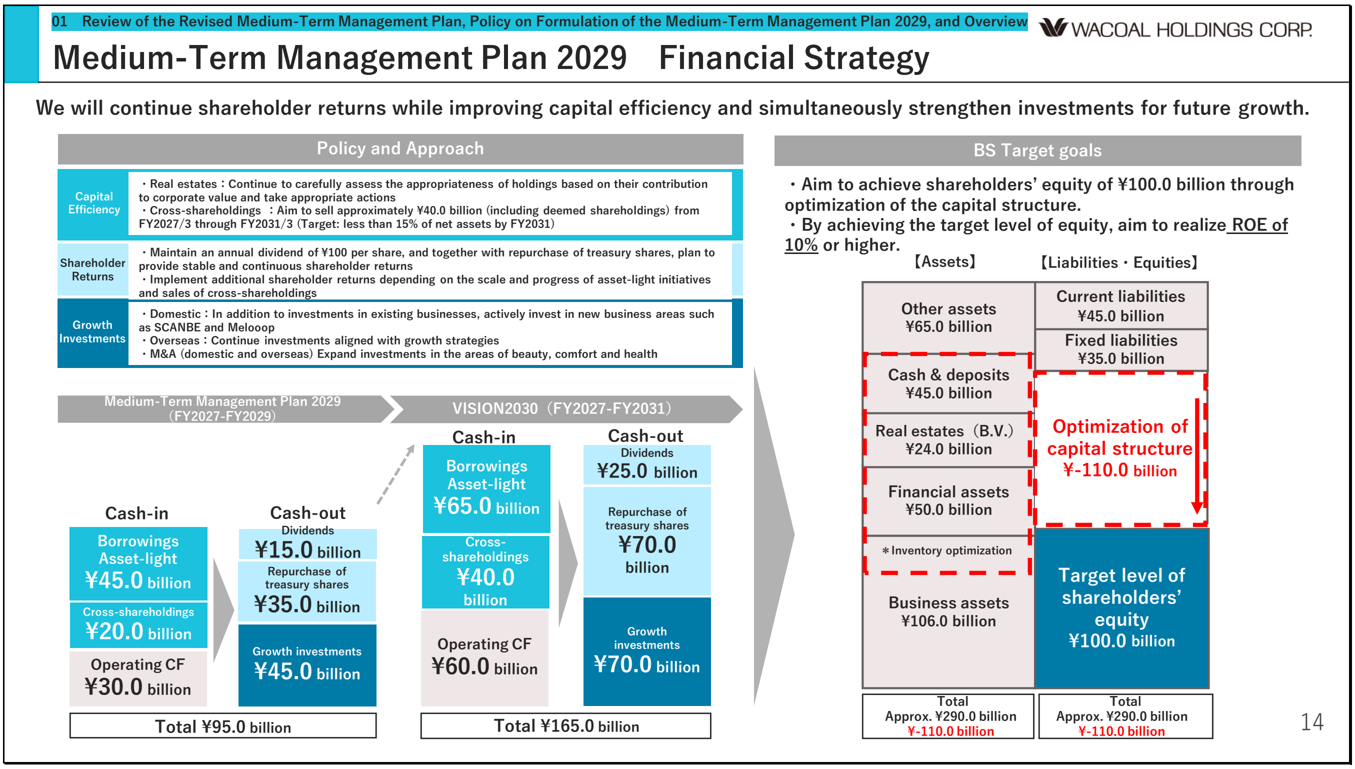
	FY2026 Results	FY2029 Plan	FY2031 Plan (VISION2030)
Revenue	171.5	201.0	217.0
Business Profit	-0.5	8.5	13.0
Business Profit Margin	-0.3%	4.2%	6.0%
Operating Profit	19.9	9.3	13.8
Operating Profit Margin	11.6%	4.6%	6.4%
ROE	6.5%	4.3% or higher	7.0% or higher
ROIC	5.9%	4.0% or higher	6.5% or higher
EPS	￥262	￥145 or higher	￥210 or higher
Exchange Rate (USD)	150.77	155.00	155.00
Exchange Rate (GBP)	202.10	210.00	210.00
Exchange Rate (CNY)	21.25	22.00	22.00

These are the quantitative targets.

For FY2029, we are targeting revenue of JPY201 billion, business profit of JPY8.5 billion, operating profit of JPY9.3 billion, ROE of 4.3% or higher, and ROIC of 4.0% or higher.

For FY2031, VISION 2030, we are targeting revenue of JPY217 billion, business profit of JPY13 billion, operating profit of JPY13.8 billion, ROE of 7.0% or higher, and ROIC of 6.5% or higher.

During the term of the Medium-Term Management Plan 2029, we will reconstruct our business and create new value to realistically and steadily improve profitability and capital efficiency. We aim to achieve an ROE that exceeds the cost of capital after FY2030 when the effects of our measures become apparent.



Lastly, let's look at the financial strategy which supports the Medium-Term Management Plan 2029. Our policy is to balance investments for future growth with shareholder returns while continuing to improve capital efficiency.

Under the Medium-Term Management Plan 2029, we plan to allocate JPY45 billion to growth investments, JPY15 billion to dividends, and JPY35 billion to the repurchase of treasury shares, using operating cash flow, borrowings, an asset-light approach, and the sale of cross-shareholdings.

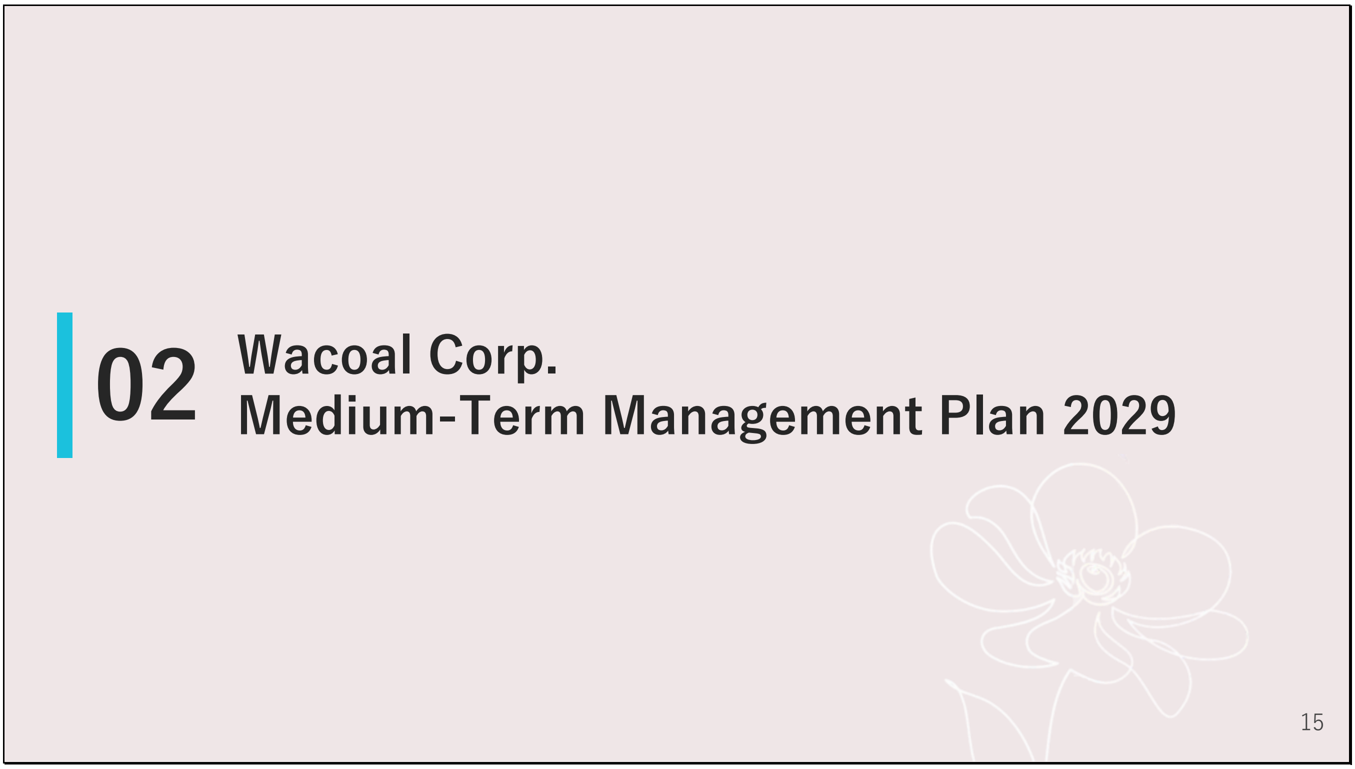
In addition, over the five years of VISION2030, we anticipate JPY70 billion in growth investments, JPY25 billion in dividends, and JPY70 billion in repurchase of treasury shares.

Our financial strategy is: first strengthening our existing businesses and investing in new areas, second optimizing our capital structure by reviewing cross-shareholdings and the real estate portfolio, and third providing stable and continuous shareholder returns by maintaining an annual dividend of JPY100 per share and combining this with share buybacks.

I believe what is important to investors is that improving capital efficiency has concrete cash allocation policy.

We aim to achieve shareholders' equity of JPY100 billion through optimization of the capital structure to realize an ROE of 10% or higher. By integrating growth investments, asset reduction, and shareholder returns into a unified strategy, we will enhance corporate value.

That is all for me. Now, Kawanishi will explain Wacoal Corp.'s Medium-Term Management Plan 2029.



Kawanishi: I am Kawanishi, Director, Corporate Officer, President and CEO of Wacoal Corp. I would like to walk you through Wacoal Corp.'s Medium-Term Management Plan 2029.

WACOAL HOLDINGS CORP.

Wacoal Corp.: Review of the Revised Medium-Term Management Plan(FY2024 to FY2026)

Issues remained regarding the precision and speed of the design of both planning and implementation measures, and we were unable to sufficiently contribute to sales growth and profitability improvement.

Factors in the shortfall in sales

Planning phase

✓ Measures were insufficiently prioritized from the perspective of comprehensive optimization regarding the figures in the plan that were set assuming that sales would grow.
✓ Figures were set cumulatively without clarifying the causal relationships between and priorities of measures, lacking reasonable likelihood.

Implementation phase

✓ The implementation of measures was delayed due to the delay in securing implementation structure and resources.
✓There was a lag in the realization of effects as there was a failure to revise the plan flexibly in response to environmental changes.

Summary of the four strategies under the Revised Medium-Term Management Plan

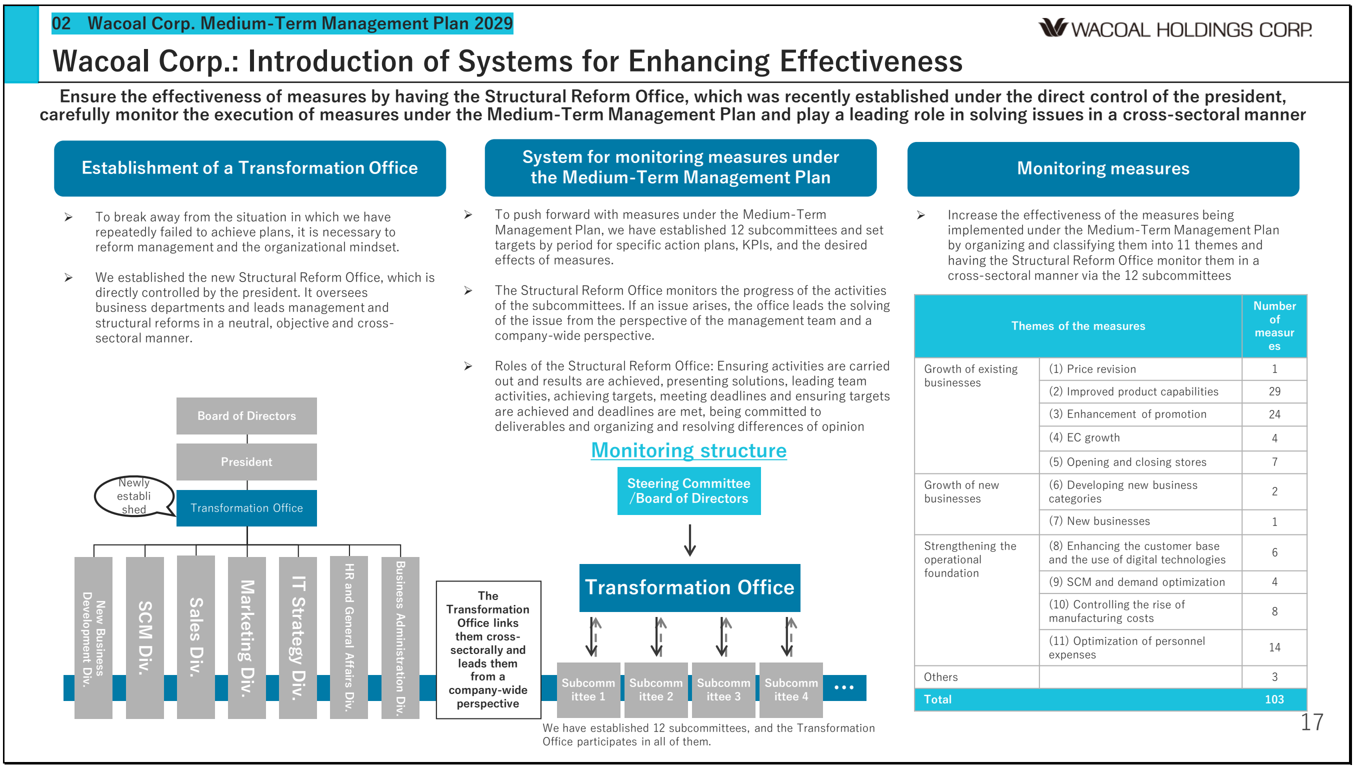
Supply chain reforms	△	While there was progress in the development of supply infrastructure for demand-driven production, its impact on revenue was limited. - Stores with automatic order placement: 1,186 stores (100% vs. plan) - Scale:76 target product numbers (95% vs. plan) - Contribution to sales: +Approx. ¥0.8 billion (80% vs. plan)
Cost structure reform	○	There was steady progress in cost-reduction measures, which contributed to the improvement of revenue - Measures: We reduced general expenses and implemented personnel measures - Effect: Approx. ¥6.0 billion reduction
Customer strategy	×	While there was progress in measures for existing customers, new customer acquisition fell below expectations. - OMO measures: Lay-away and back-order services exceeded the previous year but fell short of the plan (254% vs. FY2023, 97% vs. plan). - Sales from existing customers: +Approx. ¥1.0 billion (vs. FY2024) - Number of new customers: -13% (vs. FY2024)
Brand strategies	×	- 「WACOAL」: While the re-branding put Wacoal on a path to recovery, measures to trigger purchase intent were insufficient, and effects were limited in the period of the Revised Medium-Term Management Plan. - CW-X: Sales fell short of the plan despite the effectiveness of measures for some products.

Under this Medium-Term Management Plan, we will increase the specificity of measures, KPIs, and financial effects in the planning phase and increase the likeliness of their achievement using external knowledge.
In the implementation phase, the Transformation Office (▶ Page 17), which is directly controlled by the president, oversees progress and addresses issues promptly.

First, let' s take a look at a review of the revised medium-term management plan. Wacoal Corp. also fell short of its sales and profit targets. We believe it was due to a lack of precision in planning and speed of implementation.

Look at the summary of the four strategies.

Supply chain and cost structure reforms achieved some results through initiatives such as changes to production methods and a review of expense allocation. However, customer strategy and brand strategy fell significantly short of expectations due to poorly designed measures and an inability to adapt to changes in the business environment.

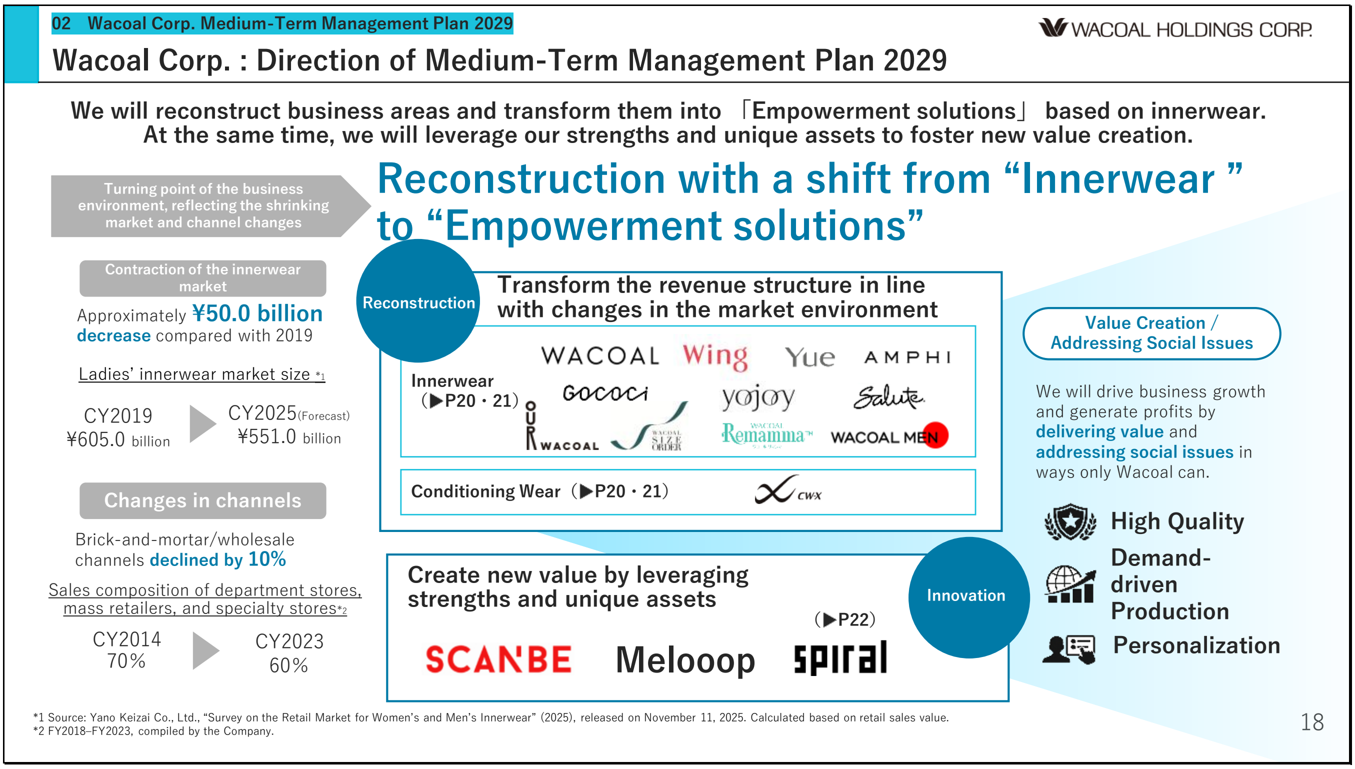


Based on these lessons learned, under this medium-term management plan, we link each measure to KPIs and financial effects in the planning phase using external knowledge to increase the likelihood of their achievement.

In addition, we have established the structural reform office to monitor the progress of measures and solve issues in a cross-sectoral manner, with the aim of improving speed and execution.

The structural reform office under the direct control of the president monitors the progress of more than 100 measures on a weekly basis. In addition, the office is responsible for resolving interdepartmental conflicts and resource allocation issues from the perspective of company-wide optimization.

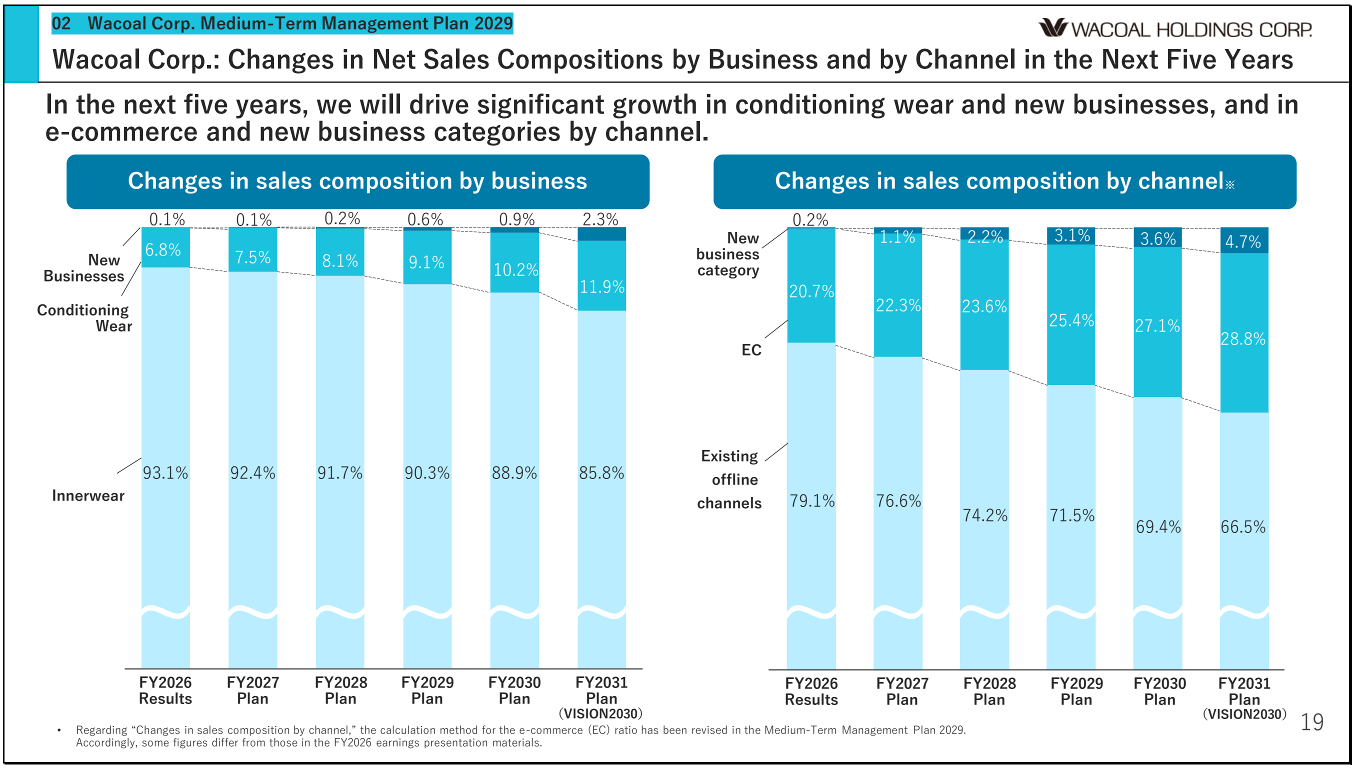
Through monitoring conducted by the structural reform office from a neutral, objective, and cross-organizational perspective, we aim to eliminate the long-standing mindset toward narrow, department-specific optimization and foster an organizational mindset committed to achieving our plans, thereby enhancing our ability to implement the measures under the medium-term management plan.



Let’s look at the direction of Medium-Term Management Plan 2029.

We will reconstruct business areas and transform them into empowerment solutions based on innerwear. This reflects the shrinking innerwear market and channel changes. For sustainable corporate value growth, it is essential to reconstruct existing business areas and create new value. Specifically, in our existing businesses, we will redefine our innerwear and continue to strengthen our CW-X conditioning wear.

In addition, to create new value, we will invest in initiatives such as SCANBE, which utilizes body shape data, Melooop, a new technology, and Spiral business, which aims for commercialization.



This slide shows plans for net sales composition by business and by channel.

On the left are plans for sales composition by business. While continuing to focus on our traditional innerwear, we will place even greater focus on conditioning wear. We expect conditioning wear to account for at least 10% of our sales in FY2031.

As for sales composition by channel on the right, we plan to focus on e-commerce and new business category.

WACOAL HOLDINGS CORP.

Wacoal Corp.: Brand Strategy (Innerwear and Conditioning Wear)

Expand products in the high-premium and affordable price ranges,
which have potential for growth in the shrinking ladies' innerwear market.
Aim for the sustainable growth of conditioning wear by taking advantage of the expansion of the sports apparel market.

Reconstruction

Innerwear market trends by price range

Brands	Price ranges	Approximate prices	Market CAGR *1	Trend	Growth rate (Plan)*2
Salute, Yue	High Premium	￥20,000～	5.3%	Expanding	4.5%
	Premium	￥10,000～20,000	2.7%	Expanding	
	Better	￥7,000～10,000	-7.3%	Contracting	
	Moderate	￥4,000～7,000	-0.9%	Contracting	
Wing, AMPHI, GOCOCi	Affordable	￥2,000～4,000	3.2%	Expanding	1.0%
	Cost Saving	～￥2,000	-2.9%	Contracting	

*1 Brassiere market data from INTAGE SLI: Market share in terms of purchase amount for FY2018 to FY2024
*2 Annual average growth rate for FY2026 to FY2029

Innerwear market share by category (FY2024)

Brand	Category	Market Share※1	Growth Potential	Growth Rate (Plan) ※2
	ladies' Innerwear	19%	Low	
WACOAL MEN	Men's Innerwear	4%	High	6.3%

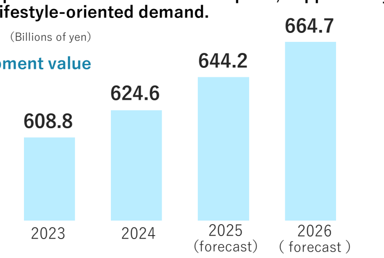
*1 Data from INTAGE SLI: Total for the brassiere, shorts, underwear camisole and girdle markets
*2 Annual average growth rate for FY2026 to FY2029

Sports apparel market trends in terms of domestic shipment value

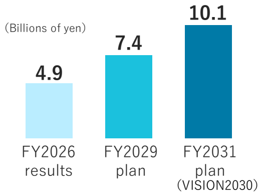
The domestic sports apparel market continues to expand, supported by lifestyle-oriented demand.

CAGR in terms of shipment value (2023-2026)
3.0%

*Source: Yano Research Institute Ltd., Sports Apparel Market 2026 (published on January 29, 2026)



CW-X sales plan



Areas where we will enhance CW-X

We will enhance products for running and baseball. We will also drive workplace sales in sectors with high physical load, such as medical care and agriculture.

I would like to explain the brand strategy for innerwear and conditioning wear.

Please see the left side of this slide. Demand in the ladies' innerwear market is becoming increasingly polarized between the high-end and low-end segments.

We aim to increase sales even in the shrinking market by focusing on the high-premium and affordable price ranges, which have potential for growth.

The domestic sports apparel market continues to expand, supported by lifestyle-oriented demand. Building on this momentum, we plan to increase CW-X sales to over JPY10 billion in FY2031, roughly double the current sales results.

WACOAL HOLDINGS CORP.

Wacoal Corp.: Channel Strategy（Innerwear and Conditioning Wear）

Continue to strengthen the e-commerce channel, where the market continues to grow, while maintaining existing offline mainstay channels
Exploit new business categories such as drugstores and convenience stores at the same time.

Reconstruction

Market trends by channel

Strategic policies reflecting changes in the channel environment

Channels		Market CAGR *1	Trend	Growth rate (plan)*2
Existing	Department stores, mass retailers, and independent stores	0.2%	Flat	-2.9%
	EC	10.6%	Expanding	8.0%
New business category	Convenience stores	1.2%	Expanding	144.9%
	Drug stores	5.7%	Expanding	

*1. FY2018 to FY2023, Source: Company's own research
*2. Annual average growth rate for FY2026 to FY2029

- Maintain existing offline channels
- Strengthen e-commerce channels
- Cultivate new business categories (drugstores, etc.)

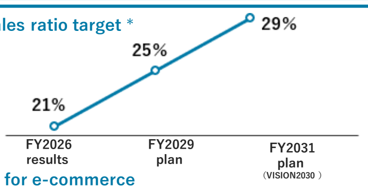
Fundamental reform of sales activities in existing businesses

We will implement fundamental reforms in sales operations that have not been updated for many years and overhaul sales activities on a channel-by-channel basis using external knowledge.

- Measures for channels were weakened by the area-based sales system (channel mix) that was focused mainly on efficiency. We will change to a channel-based sales system and strengthen sales activities in accordance with channel strategies and characteristics.
- We will classify each store as either sales-oriented or profit-oriented, stylize its operations, and implement efficient sales activities by setting KPIs and allocating resources in accordance with the store's roles.

Strengthening the E-commerce Channel

● E-commerce sales ratio target *



● Main measures for e-commerce

- **Own EC:** Enhance unique products and services using body data and OMO. Strengthen the customer base through strategic advertising and collaborations with other companies.
- **Third-party EC:** Expand sales and improve inventory efficiency by enhancing e-commerce-only products and star products.
- **Renew e-commerce infrastructure** :Renewal of the order management system and strengthening of the customer base and OMO capabilities.

* Regarding "EC sales ratio targets," the calculation method for the e-commerce (EC) ratio has been revised in the Medium-Term Management Plan 2029. Accordingly, some figures differ from those in the FY2026 earnings presentation materials.

Let's see the innerwear and conditioning wear channel strategy.

Based on the market growth rates by channel on the left, we will maintain our existing channels while aiming to expand our e-commerce and new business category channels.

Furthermore, to maintain sales through our existing channels, we will fundamentally review our current sales activities and promote reforms using external knowledge to tailor our sales activities to channel characteristics.

With regard to e-commerce, we will implement measures tailored to the specific characteristics of our own e-commerce platform and third-party e-commerce platforms to ensure steady sales growth.

Wacoal Corp.: The Creation of New Value for VISION 2030

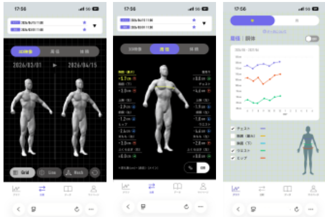
Leverage our strengths and unique assets to develop a foundation leading to the creation of new value for growth in the future

Innovation

SCANBE

Expand areas for the creation of value in the healthcare sector

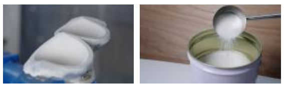
- Visualize the effects of daily exercise and training
- Install it at and expand it to areas highly aligned with body data, such as gyms and healthcare facilities, aiming to expand the business through the creation of new value



Use in research and academic areas

- Initiatives to create new value and solve social issues leveraging the combination of specific research areas and body data

Melooop



Reform of manufacturing using unique production technologies

- We developed our proprietary new Melooop technology, and began to use it practically as a brassiere cup production technology in 2020. The amount of material wasted is small because the technology makes recycling easy by using a single material and creating three-dimensional objects by spraying fibers onto molds.
- We opened the Melooop Lab in May 2026. We will examine new applications, such as applications in the field of automotive industry materials, produce samples, and realize the co-creation of new value with internal and external parties in addition to our R&D efforts.

spiral

Value creation and business expansion centered on art

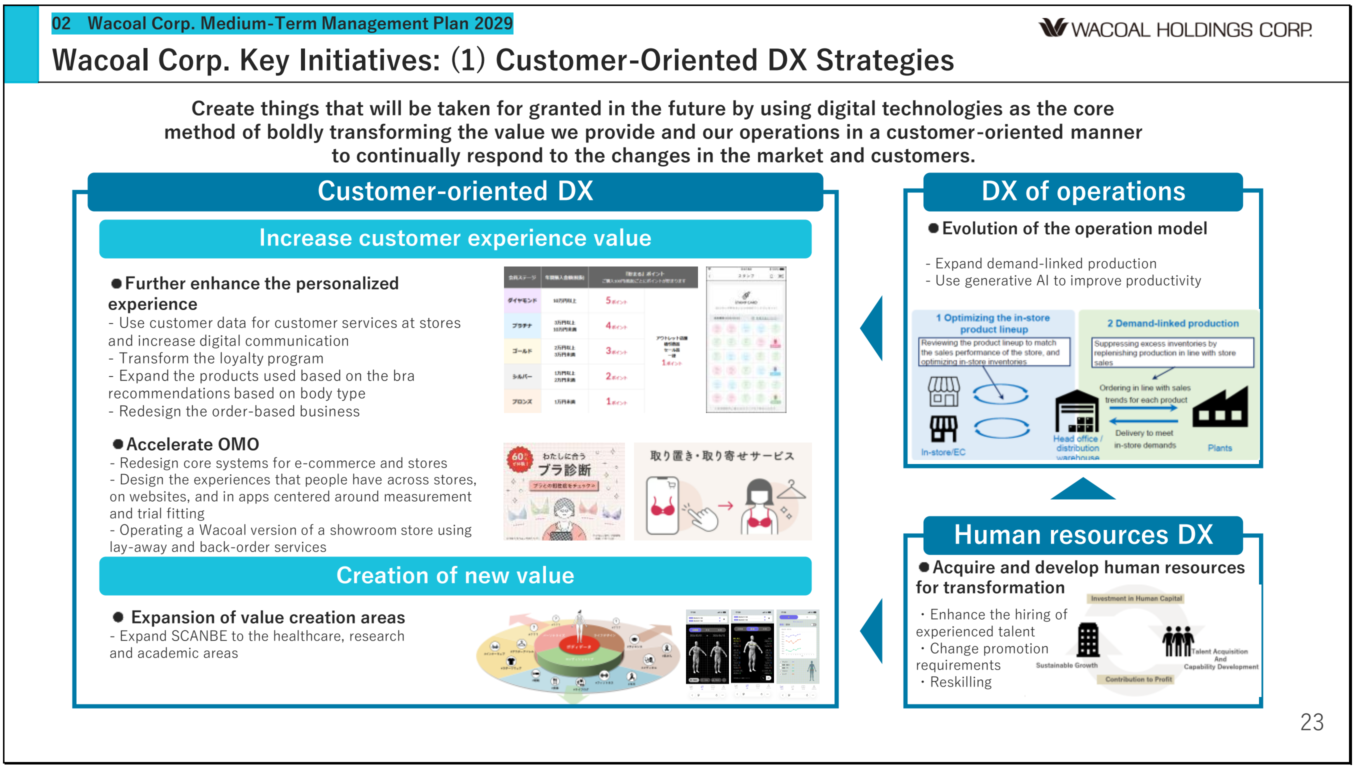
- We operate 「Spiral Garden」, which is themed on the blending of everyday life and art. In August 2025, we opened an official 「CAFE AALTO」 shop at Spiral Garden in the Shin-Marunouchi Building. 「CAFE AALTO」 is a popular cafe from Finland.
- Since 2000, we have held the 「SICF」 art festival, which accepts submissions from the public, to discover, develop, and support young artists. We operate and expand businesses centered on art, including urban development and consulting businesses.

This slide shows the creation of new value for VISION 2030.

SCANBE aims to further expand its business through collaborations with areas highly aligned with body data, such as gyms and healthcare facilities. We also aim to provide new solutions to social issues in the field of research and academia.

Melooop, a new technology based on the melt blown process, was put into practical use in 2020 as a brassiere cup production technology. We will expand its use through internal and external collaboration, not only in the field of automotive industry materials but also in other fields.

Finally, Spiral, our art business. Last year, we opened a new store in the Shin-Marunouchi Building, and with sales on the rise, we will continue to expand the possibilities for creating unique value centered on the cultural business.

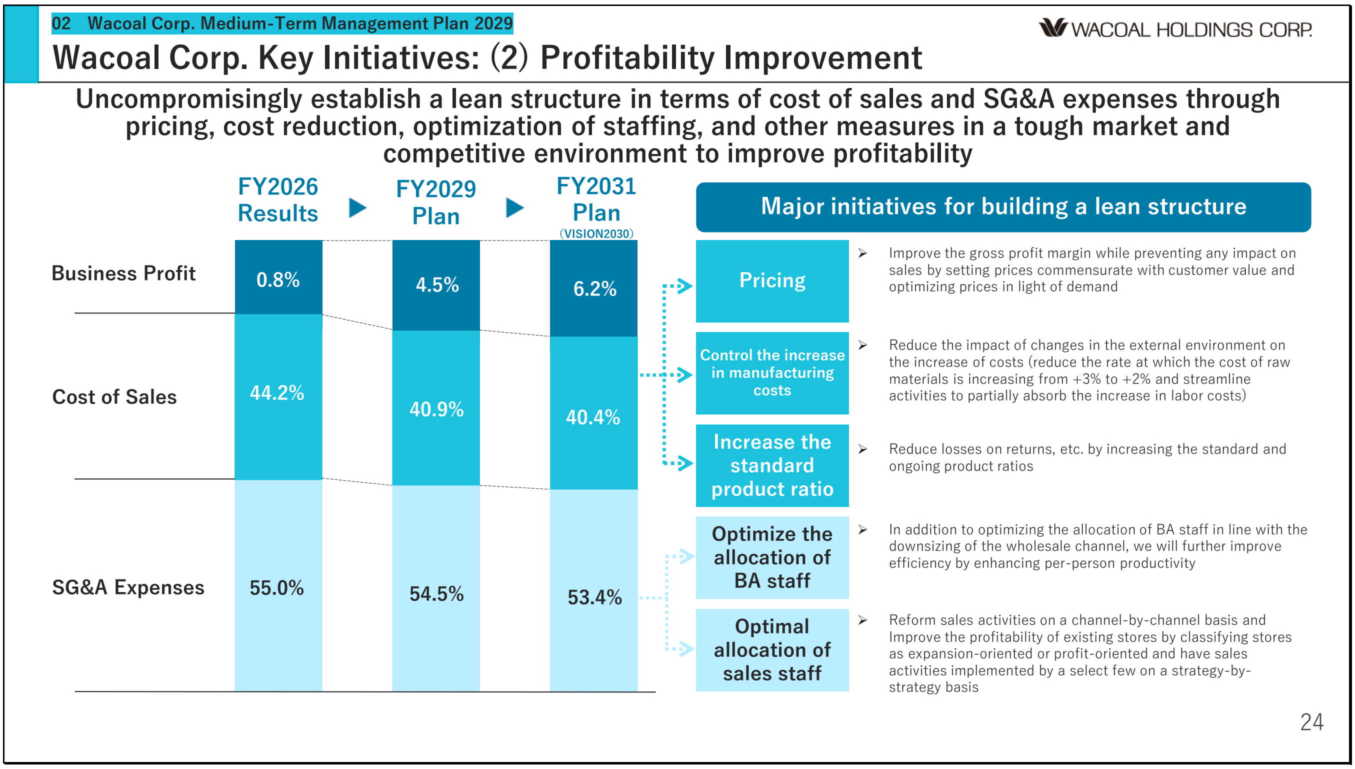


Let's see the key initiatives.

First, DX strategies. We view our DX vision as a means of creating things that will be taken for granted in the future. We are promoting the use of digital technologies to respond swiftly to changes in the market and customers and to continue delivering new customer experience value.

In customer-oriented DX, we will further enhance the bra recommendations based on body type service and lay-away and back-order services for a comfortable shopping experience, with the aim of delivering an even more personalized customer and shopping experience.

As the foundation for this initiative, we will continue to focus on DX of operations for internal operation reform and acquire and develop DX human resources for transformation.



The second key initiative is profitability improvement.

Through pricing, manufacturing cost reduction, and optimization of staffing, we aim to reduce cost of sales and SG&A expenses and to generate profits.

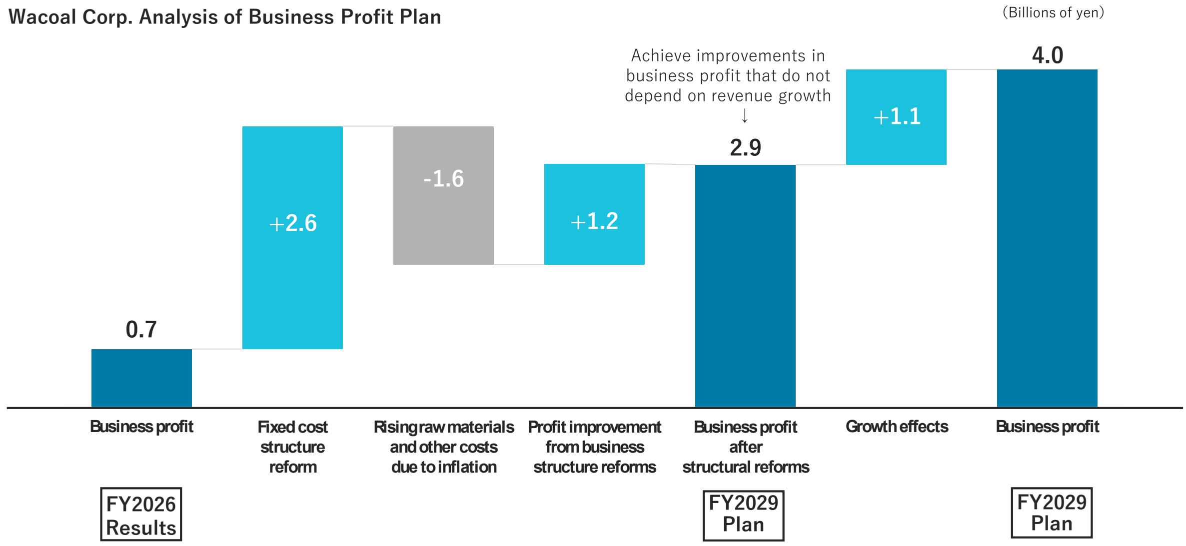
Amid continuing cost increases, we will work to improve our gross profit margin by optimizing pricing, reducing manufacturing costs, and enhancing production efficiency. In addition, we will work to improve our SG&A ratio by optimizing the number of BA staff in response to the downsizing of wholesale channels and by optimally deploying our sales staff.

WACOAL HOLDINGS CORP.

Wacoal Corp. Key Initiatives: (2) Profitability Improvement

Drive profitability improvement through fixed cost and business structure reforms and establish a lean, resilient business model.

Wacoal Corp. Analysis of Business Profit Plan



This slide shows the business profit improvement plan from FY2026 to the final year of this medium-term management plan.

While facing the negative impact of rising production costs, we will maximize profits through structural reforms in fixed costs, improvements in our profit structure, and the impact of sales growth.

WACOAL HOLDINGS CORP.

Wacoal Corp. Key Initiatives: (3)Enhancement of Human Capital Management

Enhance investments in human capital to establish a human resource foundation that supports the implementation of Medium-Term Management Plan 2029 and continually creates value

Business strategy

Reconstruction × Innovation

Human resources strategy

(1) Acquisition of human resources:
Transition from recruiting with a focus based on balance and potential to expertise-oriented strategic recruitment
(job-specific internships based on experience in practical operations in the recruitment of new graduates, enhancement of the recruitment of workers mid-career, etc.)

(2) Support for personal development:
Develop a culture enabling employees to independently shape their careers and continue to engage in voluntary educational activities
(opportunities to take on challenges, such as the job posting system, and the strengthening of the link between learning and requirements for career advancement, etc.)

(3) Develop a sound organizational climate and culture (management capabilities, DE&I, well-being);
opportunities for dialogue, such as town-hall meetings, and measures to improve mental health, etc.)

Improve employability*1

Develop a culture of career independence

- Investment in developing human resources in charge of growth areas and areas of focus
- Career interviews by external consultants

- Strengthen management capabilities
- Enhance organizational strength by ensuring that a culture of feedback becomes entrenched

Improve ability to remain employed*2

Becoming a company that continues to be chosen by consumers

System for HR governance supporting human capital management: Board of Directors, Sustainability Committee, operating companies
(promotion of DE&I, human rights education and human rights due diligence activities, responses to diverse customers, supply chain audits, etc.)

*1 employability : Individuals' ability to continue to demonstrate their value in a changing environment
*2 employability : Capabilities necessary to remain employed

The third key initiative is enhancement of human capital management.

As part of our human resource strategy, based on the three pillars of acquisition of human resources, support for personal development, and development of a sound organizational climate and culture, we will strengthen our recruitment efforts, support learning opportunities for career advancement, and create opportunities for ongoing dialogue between management and employees.

Through this, we aim to enhance employee value through independent career development and to become a company that employees continue to choose.

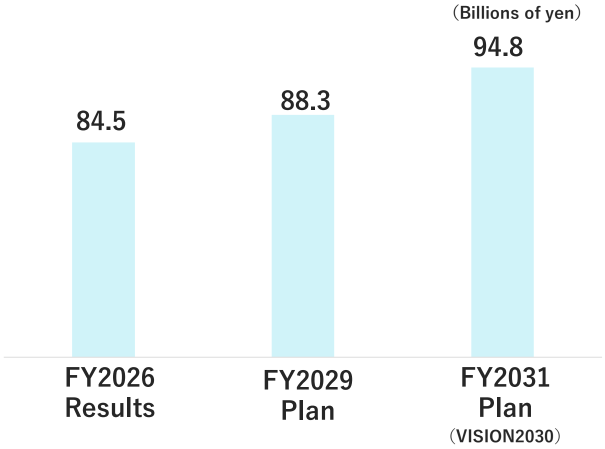
02 Wacoal Corp. Medium-Term Management Plan 2029

WACOAL HOLDINGS CORP.

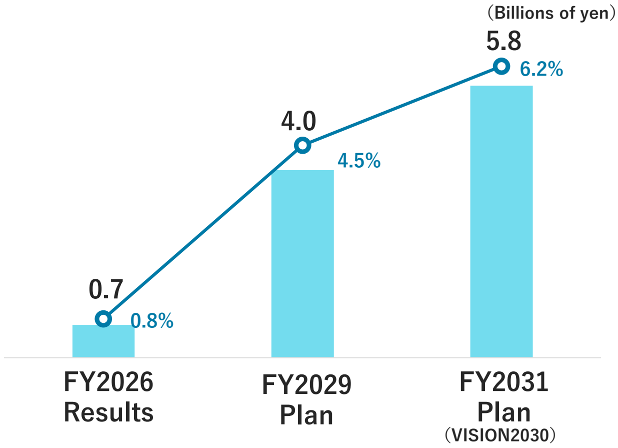
Wacoal Corp.: Revenue and Business Profit Plans

We plan to increase revenue and profit through the selection and concentration of business areas and channels. We aim to achieve the revenue and business profit targeted under the previous Medium-Term Management Plan (Revised Medium-Term Management Plan) by FY2031.

Revenue*



Business Profit & Margin



*Amounts are presented in accordance with Japanese accounting standards.
*As figures include intra-group transactions, they differ from those disclosed in the FY2026 earnings presentation materials.

27

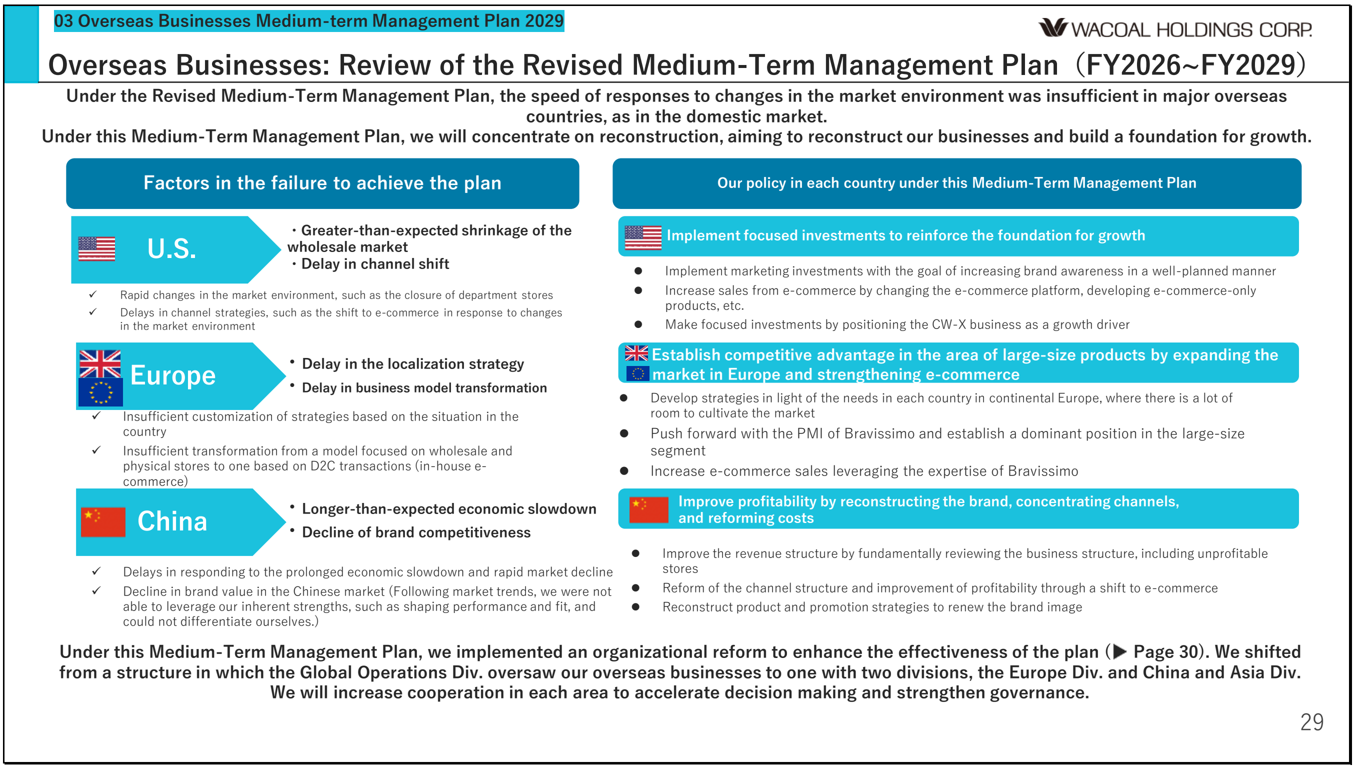
Finally, here are the revenue and business profit plans.

We plan to increase revenue and profit through the selection and concentration of business areas and channels. We expect business profit to increase to approximately JPY4 billion in FY2029 and to approximately JPY6 billion in FY2031.

That’s all for me.

Next, Yajima will present overseas businesses’ Medium-Term Management Plan 2029.

Yajima: First, this slide shows a review of the revised medium-term management plan for overseas business.

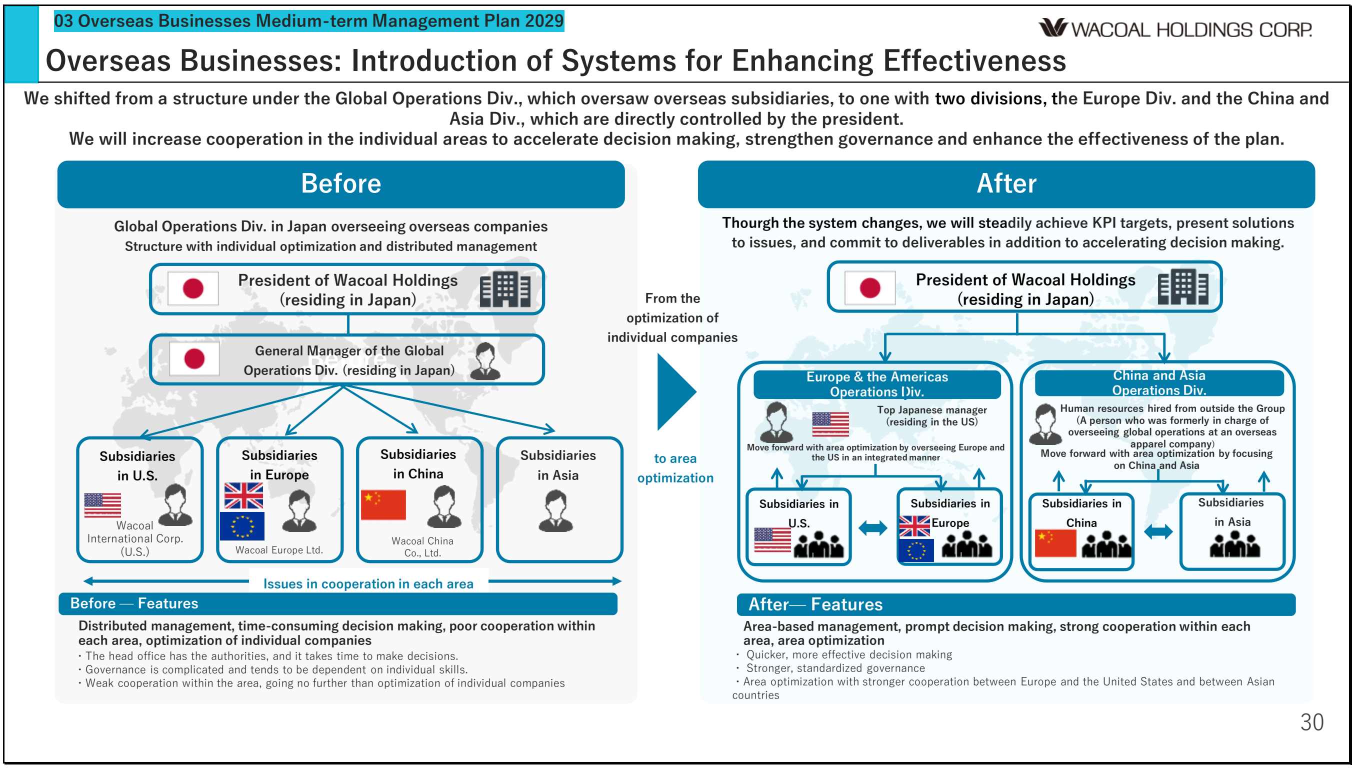


Under the revised medium-term management plan, the speed of responses to changes in the market environment was insufficient in major overseas countries, as in the domestic market, resulting in the failure to achieve the plan.

In the United States, the wholesale market shrank partly due to the closure of department stores, our key sales channel. In Europe, we saw a lack of country-specific strategies for expanding into the continent and delays in the shift to e-commerce. In China, we faced a greater-than-expected economic downturn.

Under this medium-term management plan, we plan to implement the measures for each country as shown here. With regard to China, we fundamentally reviewed our business structure to improve profitability and are also considering significantly scaling back our operations there if we do not anticipate a recovery in performance in FY2027.

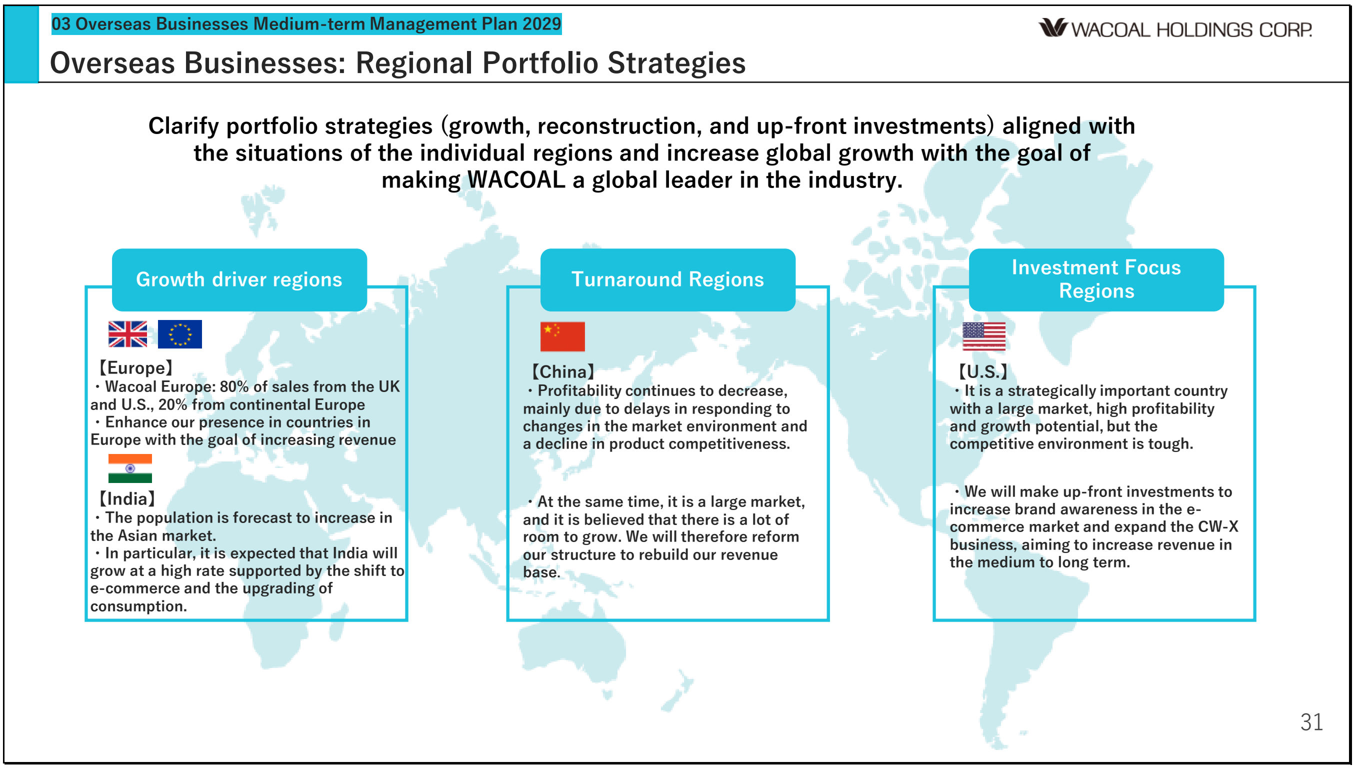
In addition, to enhance the effectiveness of the plan, we have reorganized the global operations division, which previously oversaw our overseas operations, into a two-division structure consisting of the Europe & Americas operations division and the China and Asia operations division.



I will touch upon the introduction of systems for enhancing effectiveness for overseas businesses. Traditionally, the global operations division in Japan oversaw overseas subsidiaries. However, there were challenges: it was impractical for the division manager to manage the entire global operations, and the chain of command between the Japanese headquarters and each overseas subsidiary prevented effective horizontal collaboration among overseas subsidiaries.

We have adopted a two-division structure consisting of the Europe and the Americas operations division and the China and Asia operations division, with the heads of each division holding authority and exercising centralized management over their respective regions.

In addition, by stationing the division manager of the Europe and the Americas operations division in the United States, we will be able to gain a quicker understanding of local conditions, thereby accelerating decision-making and strengthening regional coordination.



This slide shows the overseas business regional portfolio strategies.

We have classified countries into three categories—growth driver regions, turnaround regions, and investment focus regions—to clarify our portfolio strategies.

We have identified Europe and India as growth drivers, China as a turnaround region, and the United States as an investment focus region.

WACOAL HOLDINGS CORP.

U.S. (Wacoal International Corp.): Key Initiatives

Increase recognition of the brand in the e-commerce market and accelerate the growth of CW-X while implementing the PMI of Glamorise

Expand e-commerce

- Change to the Shopify e-commerce platform to improve the UI and UX
- Increase LTV by introducing a loyalty program, personalized functions and other initiatives
- Strengthen sales at major marketplaces
- Develop e-commerce-only products

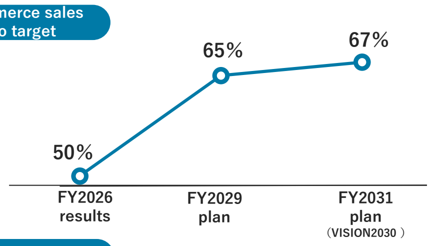
Expand CW-X

- Promote sales of arm braces by highlighting a top US baseball player to increase awareness of the brand
- Plan and deploy products that fulfill needs in the US market
- Strengthen marketing and plan and develop products that better fit US consumers

Profitability Improvement

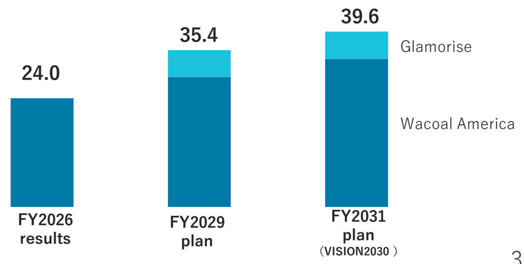
- Review and optimize the cost of labor in manufacturing and sales
- Review sales prices
- Optimize SCM including Glamorise products

E-commerce sales ratio target



Sales revenue plan*

(Billions of yen)



*Figures are presented based on local accounting standards.
*Figures differ from those disclosed in the FY2026 (ended March 2026) financial results presentation due to the inclusion of intercompany transactions.

Now, I would like to talk about the key initiatives by country.

First, the United States. We will increase recognition of the brand in the e-commerce market and accelerate the growth of CW-X while implementing the PMI of Glamorise, which we acquired in April this year.

As shown in the graph on the upper right, we set an e-commerce sales ratio target of 67% for FY2031, a significant increase from the current 50%.

Regarding sales revenue, we plan to achieve significant growth from current JPY24 billion to JPY39.6 billion in FY2031, including Glamorise's revenue.

WACOAL HOLDINGS CORP.

Europe (Wacoal Europe): Key Initiatives

Maximize synergy centered on the PMI of Bravissimo and accelerate growth by both entering Europe and expanding e-commerce

Expand e-commerce

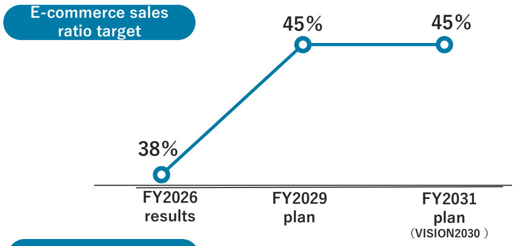
- Change to the Shopify e-commerce platform to improve the UI and UX
- Begin selling Bravissimo products via e-commerce in areas other than the UK and the US
- Start dropshipping*1 in the UK

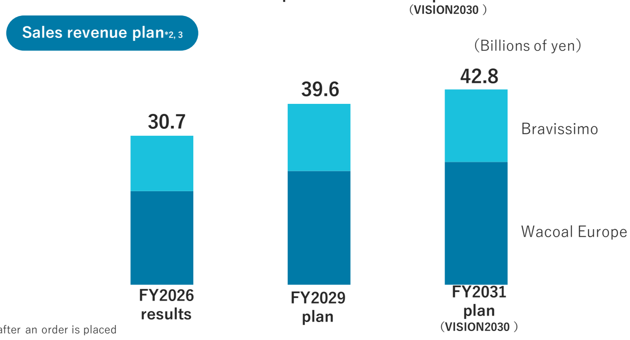
Implement PMI

- Increase retail stores operated by Bravissimo
- Deal in more Wacoal Europe products at retail stores operated by Bravissimo and its e-commerce site
- Consolidate materials of Bravissimo products and Wacoal Europe products and switch some products to in-house production

Increase sales in Continental Europe

- (France and other European countries) Launch own e-commerce
- (France, Germany, Spain, and the Netherlands) Open more stores at department stores
- Start dropshipping*1 in France
- Begin offering products on marketplaces





*1 A transaction model in which inventory is not held; products are shipped directly from the supplier to the customer after an order is placed
*2 Figures are presented based on local accounting standards.
*3 Figures differ from those disclosed in the FY2026 (ended March 2026) financial results presentation due to the inclusion of intercompany transactions.

This slide shows the key initiatives for Europe.

We will accelerate growth through the ongoing post-merger integration of Bravissimo, which we acquired in 2024, as well as strengthening our e-commerce operations and expanding into continental Europe.

As shown in the graph on the upper right, we set an e-commerce sales ratio target of 45%, a significant increase from the current 38%.

WACOAL HOLDINGS CORP.

China (Wacoal China Co., Ltd.): Key Initiatives

Prioritize structural reform over increasing sales and thoroughly manage the profit and loss of unprofitable stores, etc. with the goal of shift to profit generation.

Structural reform of channels

- Strengthen e-commerce to attract more customers and acquire new customers
- Increase the e-commerce purchase rate by reviewing merchandising

Profitability Improvement

- Dramatically review unprofitable stores and uncompromisingly close loss-making stores

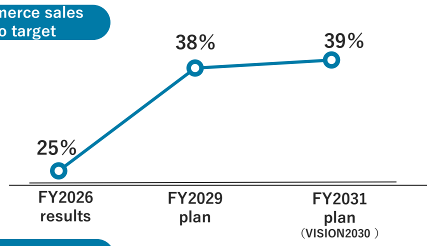
【Plan to close unprofitable stores】
FY2026 23stores（results） FY2029 60stores（plan）

- Revise functions and structure to align with the scale of sales and optimize and reduce expenses

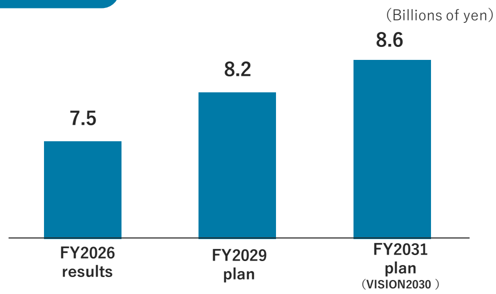
Rebranding

- Reconstruct the product strategy to fit market needs
- Enhance communication to improve brand value
- Differentiate Wacoal from other companies by developing products leveraging its strengths

E-commerce sales ratio target



Sales revenue plan*



*Figures are presented based on local accounting standards.
*Figures differ from those disclosed in the FY2026 (ended March 2026) financial results presentation due to the inclusion of intercompany transactions.

This slide shows the key initiatives for China.

In China, we will prioritize structural reform over increasing sales in order to turn profitable.

Through measures such as increasing the e-commerce sales ratio, closing unprofitable stores, and implementing the product strategy, we aim to quickly transition to a profitable structure.

Strategy in Other Asian Countries (India: Wacoal India)

Expand the business portfolio to include e-commerce and new business categories while continuing wholesale trade (department stores and independent stores), with the goal of achieving the growth of sales.

Increase sales

- Continue to cultivate new department stores, retail stores, and independent stores, mainly in Mumbai and Delhi
- For e-commerce, we will strengthen inflows on other companies' platforms by increasing recognition, such as Myntra, as well as own e-commerce platform.

Improve the gross profit margin

- Expand the number of products made in India. Increase the domestic procurement ratio in India, where tariffs are high.

【Target domestic procurement ratio*1】

FY2026 41%(results) FY2029 55% FY2031 70%

- Enhance the lineup of products in price ranges aligned with the needs of the market needs and reduce costs

Increase Brand Awareness

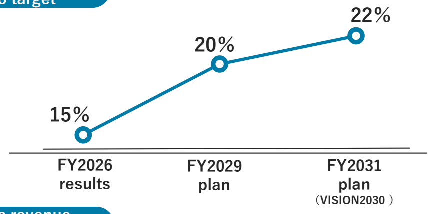
- Increase the number of stores to increase exposure

【Plan to increase the number of stores】

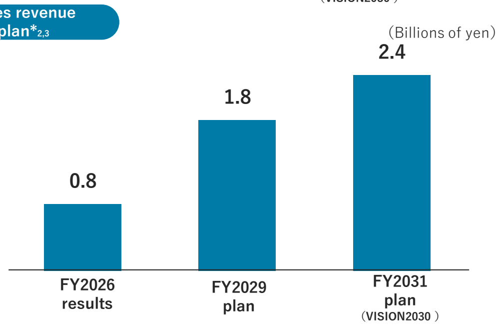
Department stores：FY2026 154stores (results) FY2029 320stores (plan)
independent stores：FY2026 146stores (results) FY2029 510stores (plan)

- Use celebrity marketing (a major method in India) to acquire new customers

E-commerce sales ratio target



Sales revenue plan*2,3

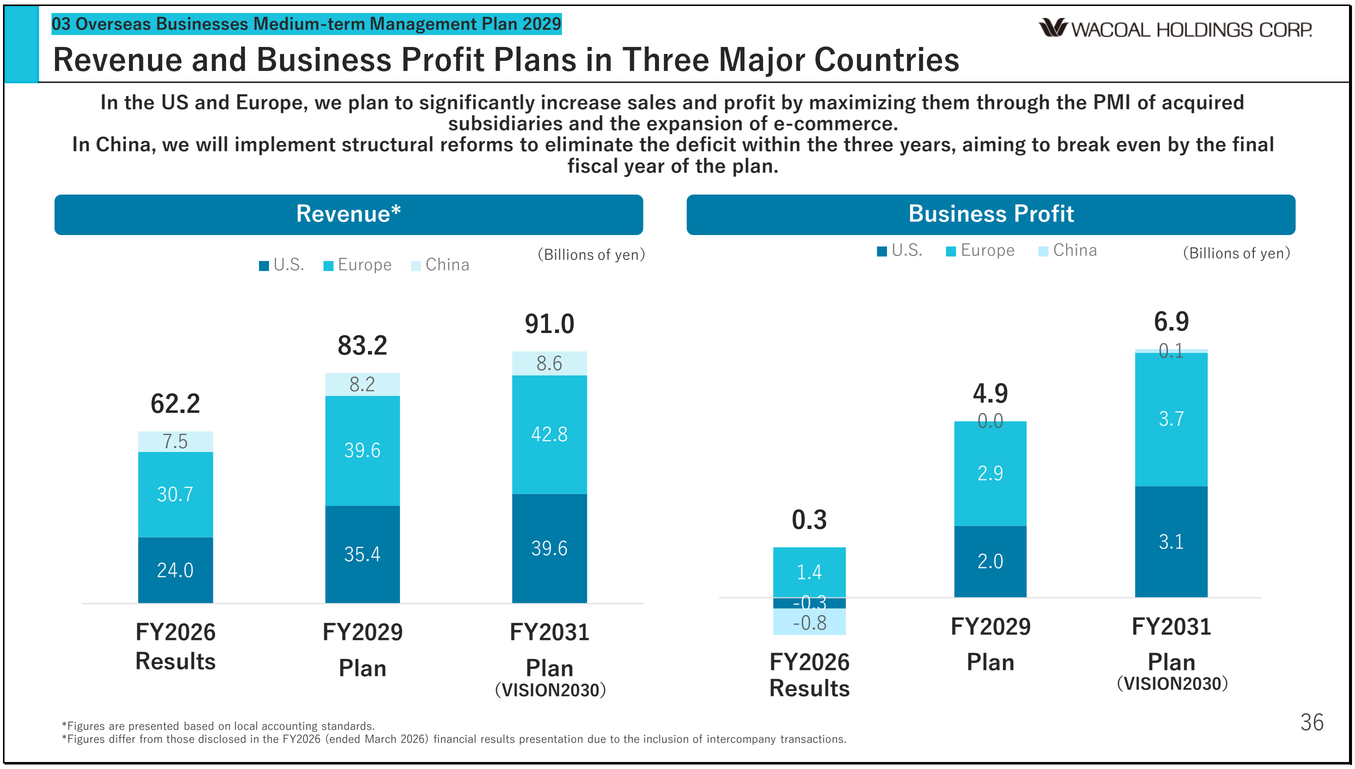


*1 Ratio of sales of domestically produced products to total sales
*2 Figures are presented based on local accounting standards.
*3 Figures differ from those disclosed in the FY2026 (ended March 2026) financial results presentation due to the inclusion of intercompany transactions.

Let's look at the strategy in other Asian countries.

In Asia, I would like to touch upon India, which we have identified as a growth driver region and where market expansion is expected.

In India, we aim to expand e-commerce and new business categories while continuing wholesale trade, with the goal of achieving the growth of sales. At the same time, we will increase the domestic procurement ratio in India, where tariffs are high, to improve gross profit margins, thereby contributing to profits.



This slide shows the revenue and business profit plans in three major countries—the United States, Europe, and China.

In the United States and Europe, we plan to significantly increase sales and profit through the PMI of acquired subsidiaries and the expansion of e-commerce. In China, we will implement structural reforms to eliminate the deficit in FY2029.

That is all for me.

Finally, Hirooka will explain other business key strategies, as well as strengthening the Group management foundation and financial strategy.

04 Other Businesses
Medium-term Management Plan 2029

37

Hirooka: I am Hirooka, Corporate Officer and CFO of Wacoal Corp., in charge of Administrative Control.

I will explain the key strategies for other businesses, as well as strengthening the Group management foundation and financial strategy.

WACOAL HOLDINGS CORP.

Key Strategy in the Peach John Business

Continue to take measures to acquire new customers and strengthen customer-oriented product development and promotions. Also expand new areas by leveraging brand power.

Continue to acquire new customers

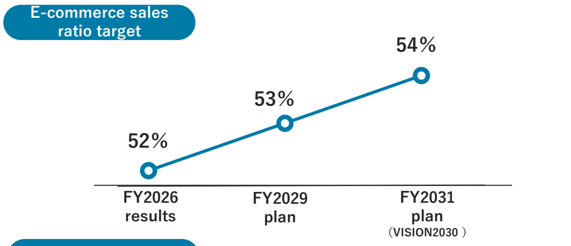
- Continue to take measures to acquire new customers, aiming to increase e-commerce sales in particular
- Acquire new customers using highly fashionable products and topical promotions

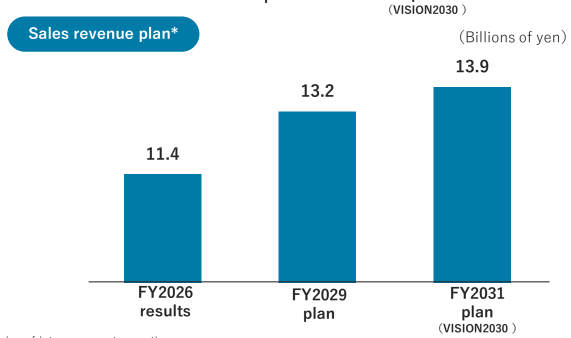
Customer-oriented product development

- Strengthen the development of products that accurately reflect the needs of key customers based on the analysis of customer data
- Balance designs, prices, and functionality in accordance with customer needs and differentiate our products from those of competitors by providing "cute" products

Expand new areas

- Strengthen sales in new areas, such as goods related to live concerts and licensing business
- Leverage the brand power of Peach John to promote collaborations with other brands or companies





*Figures differ from those disclosed in the FY2026 (ended March 2026) financial results presentation due to the inclusion of intercompany transactions.

First, this slide shows the key strategy in the Peach John business.

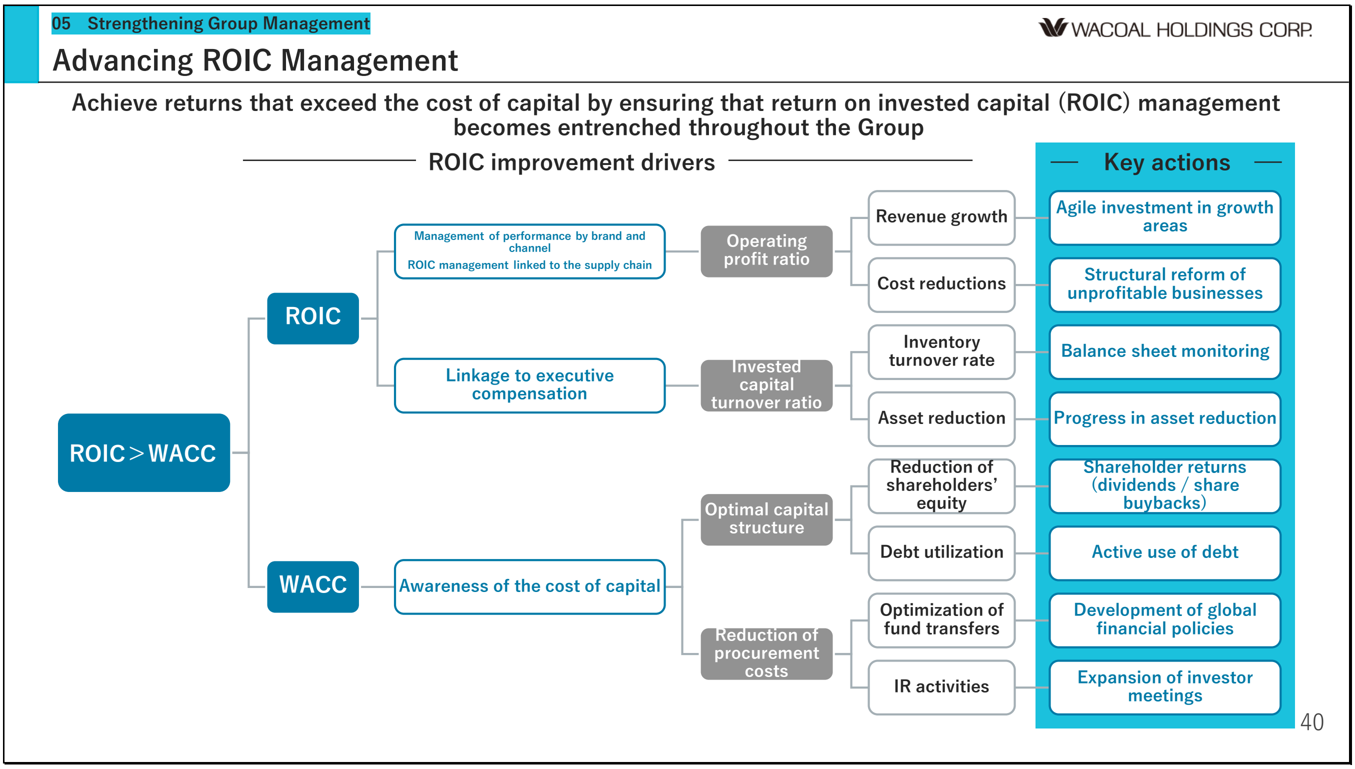
We will continue to take measures to acquire new customers and strengthen customer-oriented product development and promotions.

We will also expand sales in new areas, including collaborations with other companies and the licensing business, by leveraging brand power. We set an e-commerce sales ratio of 54% and sales revenue of JPY13.9 billion in FY2031.

05 Strengthening Group Management

39

Next, I would like to touch upon strengthening the Group management.



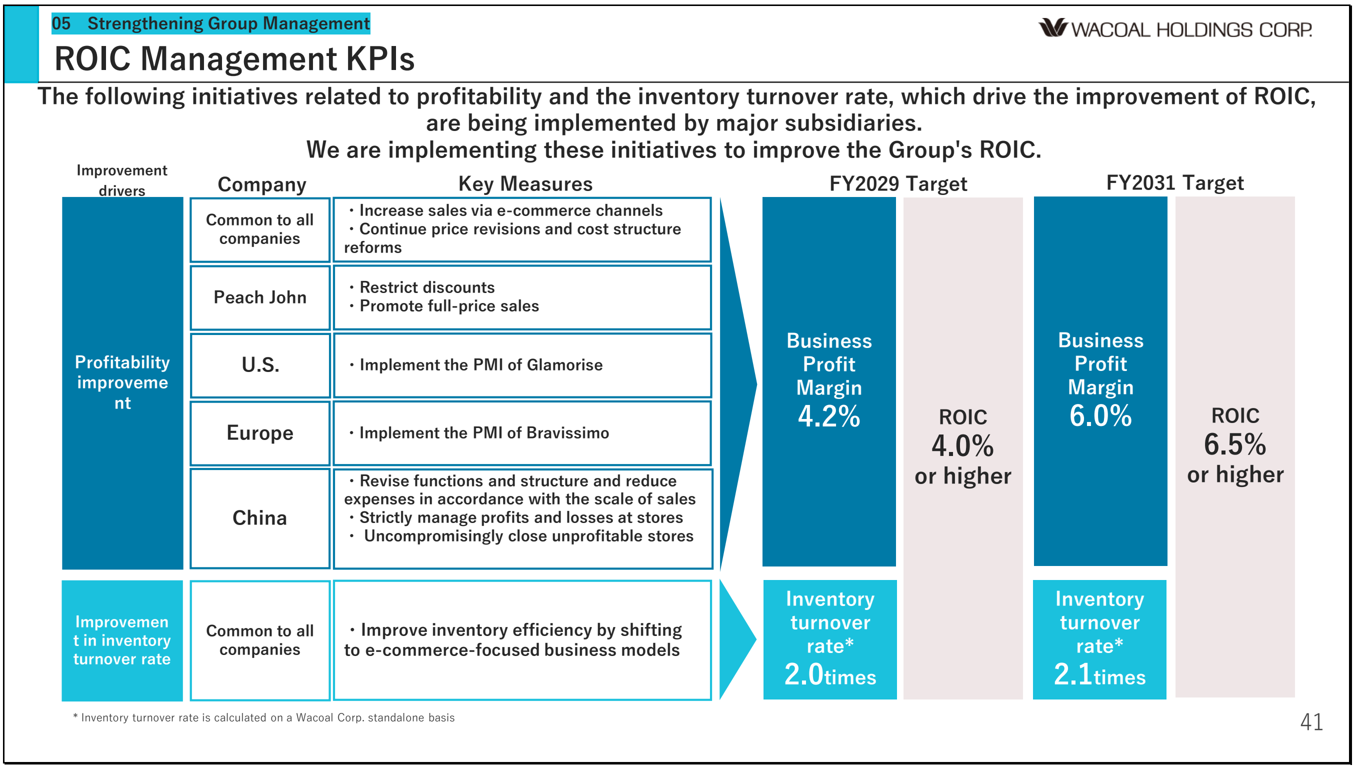
Based on our review of the revised medium-term management plan, we have explained our domestic and overseas business medium-term plans. I would like to explain the mechanism for fully implementing plans, building a management foundation that supports sustainable growth, and financial strategy.

First, I would like to touch upon advancing ROIC management from the perspective of capital efficiency.

Under the revised medium-term management plan, ROIC budget control indicators were established across all Group companies. Under this medium-term management plan, we will promote ROIC management throughout the Group and work to continuously improve ROIC.

To that end, it is important not only to improve profitability through sales growth and cost reductions, but also to enhance asset efficiency by improving inventory turnover and promoting asset reduction. It is essential to improve both profitability and asset efficiency while keeping capital investment in mind.

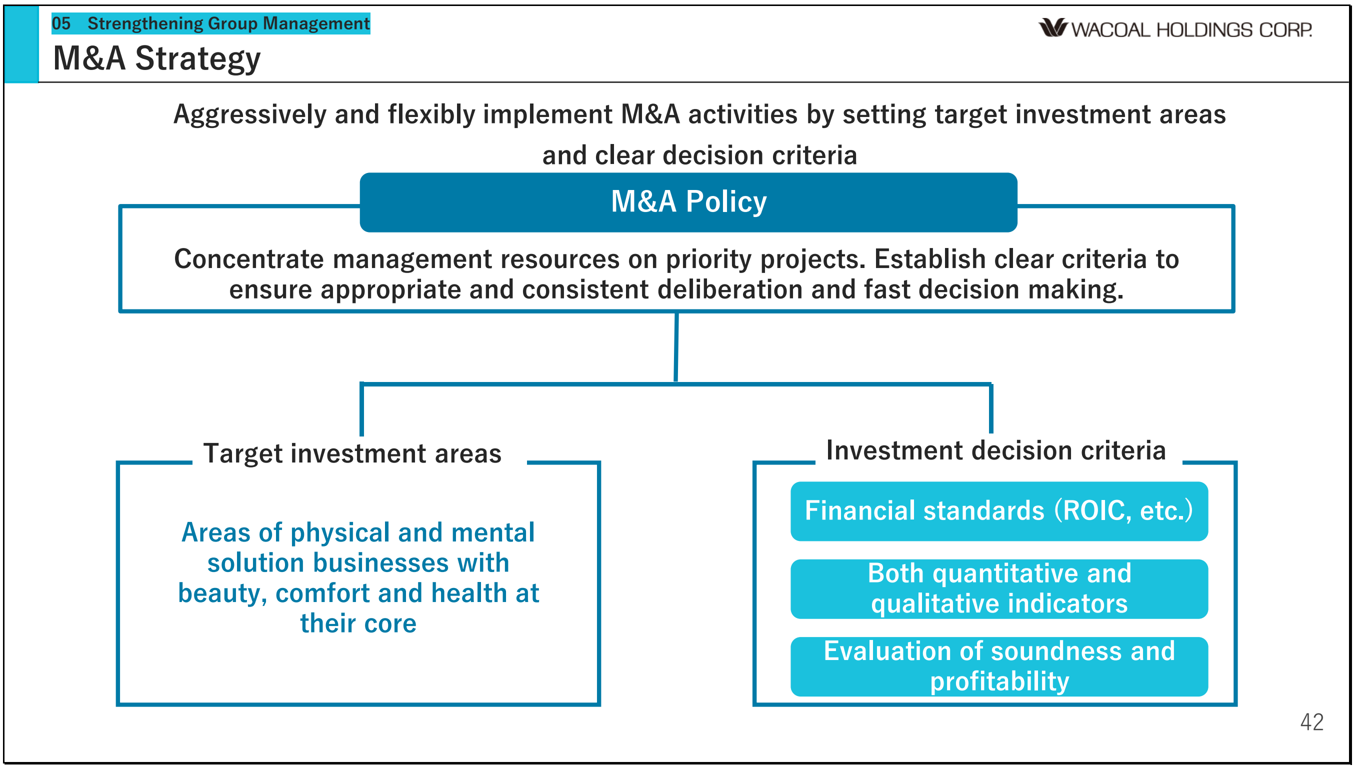
The point I would like to emphasize here is that improving ROIC requires not only maximizing profit, the numerator, but also optimizing invested capital, the denominator.



This slide shows the key initiatives implemented by subsidiaries to improve ROIC.

The three key themes common to all companies are improving profitability through the shift to e-commerce, price adjustments and cost structure reforms, and improving inventory turnover rate.

In addition, we will implement measures tailored to the circumstances in each region, such as advancing post-merger integration with Glamorise and Bravissimo in the United States and Europe, and carrying out structural reforms in China.



Let's look at our M&A strategy as growth investment.

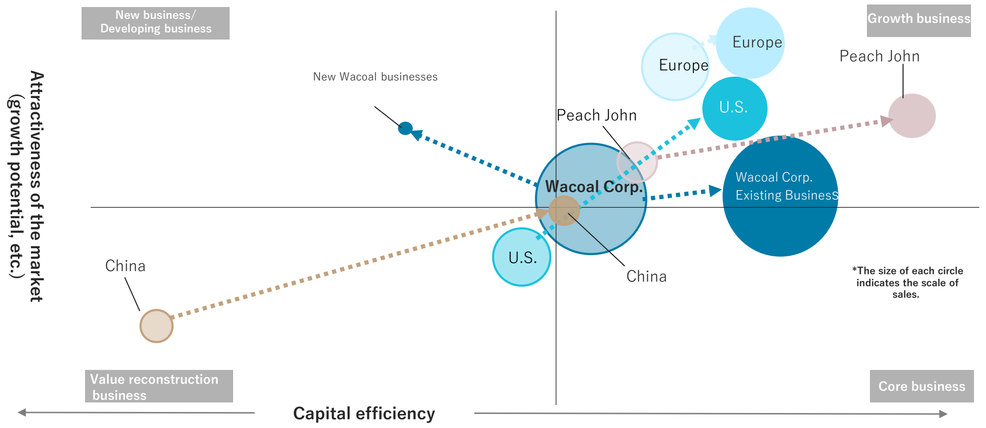
Our target investment areas are physical and mental solution businesses with beauty, comfort, and health at their core. We also place significant importance on M&A investments as a means of driving future growth.

Therefore, we have established clear M&A criteria to more aggressively and flexibly implement M&A activities.

WACOAL HOLDINGS CORP.

Business Portfolio

Regularly check and assess the degree to which initiatives contribute to the enhancement of corporate value with the goal of increasing growth potential and capital efficiency in light of the growth opportunities in the market.
Optimize the business portfolio and strengthen governance while also improving the profitability of each company.



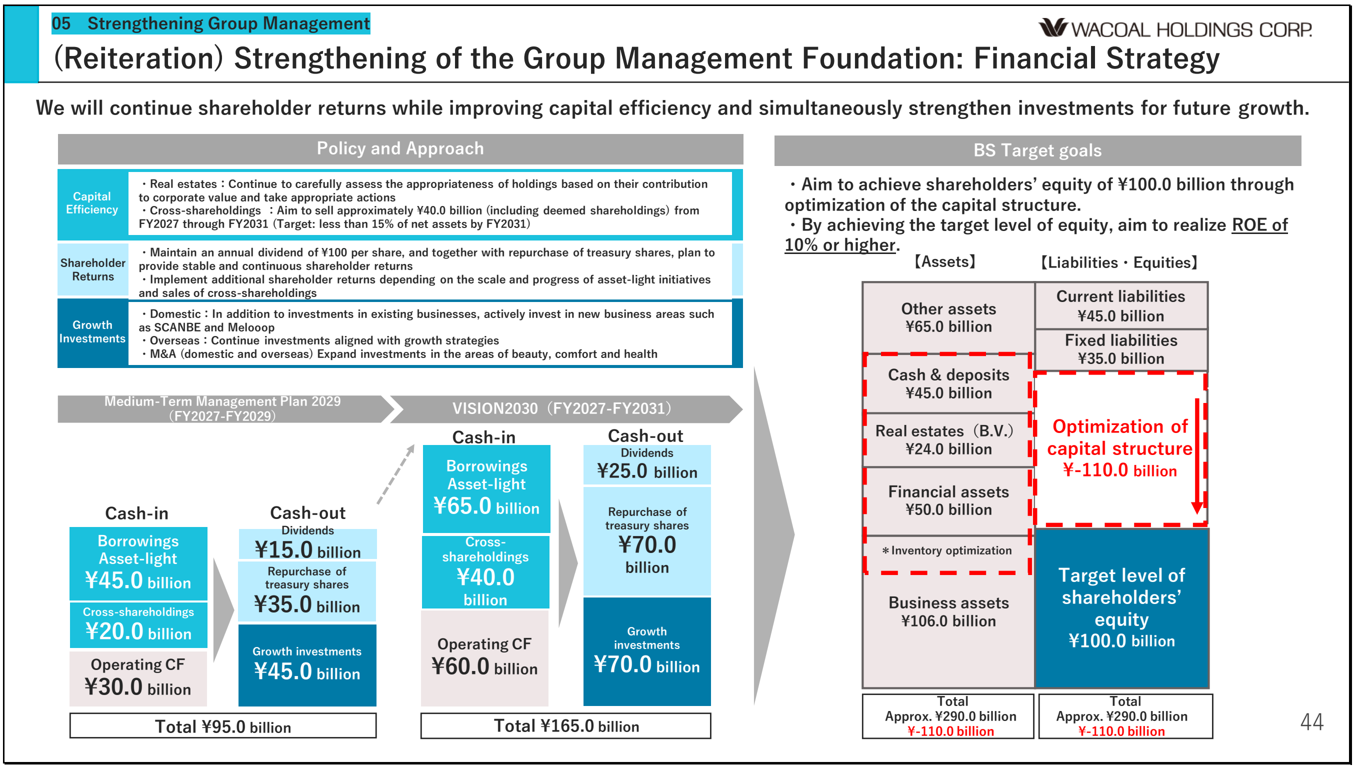
Business		Wacoal Corp	Peach John	U.S.	Europe	China
Area	Present	Value reconstruction	Growth business	Value reconstruction	Growth business	Value reconstruction
	What we aim for	Developing/Core	Growth business	Growth business	Growth business	Core business

This slide shows our business portfolio.

In this medium-term management plan, we have organized business segments and clarified their strategies.

The key point is where to prioritize the allocation of limited management resources. We will actively invest in areas with growth potential, while at the same time implementing structural reforms and reorganizations for businesses facing profitability challenges.

By optimizing the portfolio, we aim to achieve a balance between capital efficiency and growth potential for the Group.



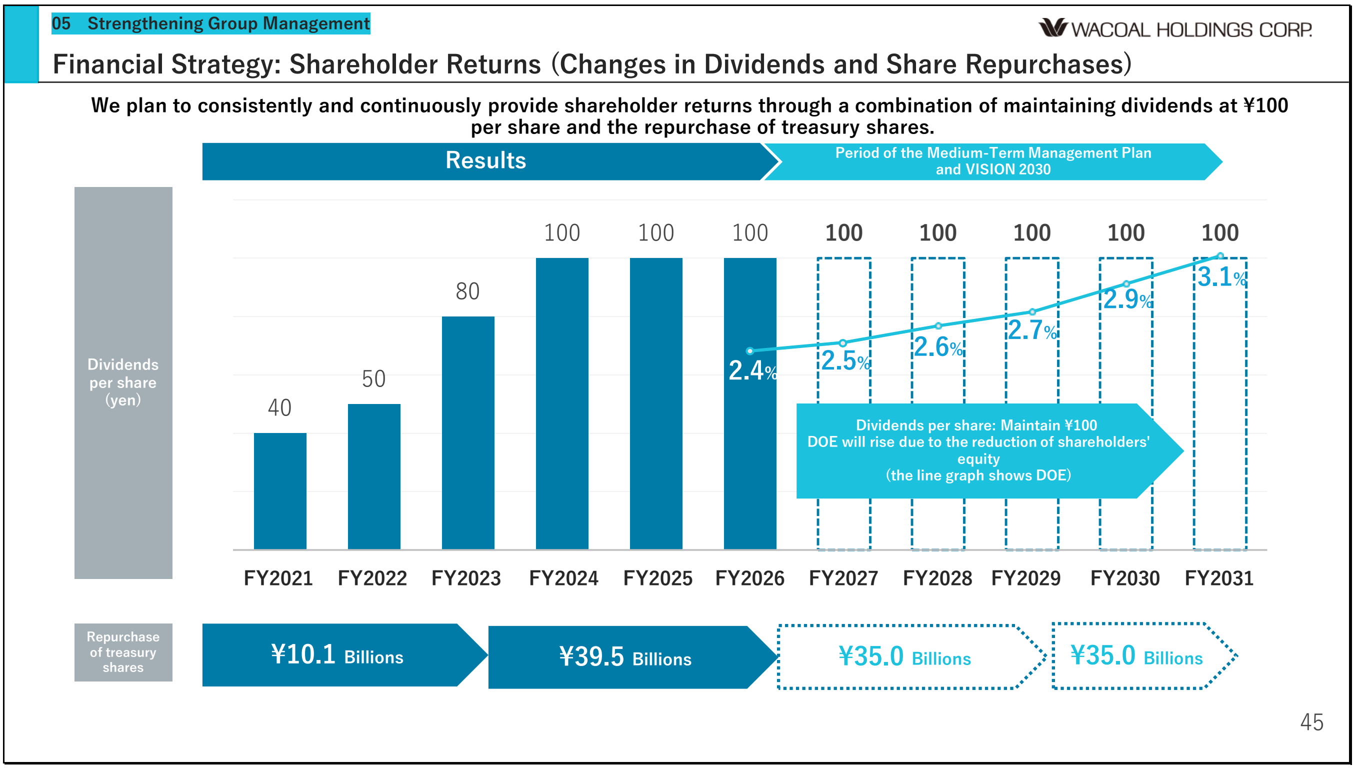
Let's see our financial strategy.

We will continue to optimize our capital structure, prioritizing a balance between improving capital efficiency and growth investment.

Specifically, we will generate capital through measures such as operating cash flow, asset reduction, and the sale of cross-shareholdings, and we will appropriately allocate it to growth investments and shareholder returns.

Over the five-year period of VISION 2030, we will invest a total of JPY70 billion in growth investments while continuing shareholder returns through dividends and repurchases of treasury shares.

Through optimization of our capital structure, we aim to achieve an ROE of 10% or higher in the future and to improve corporate value.



Finally, regarding shareholder returns, we plan to consistently and continuously provide shareholder returns through a combination of maintaining dividends at JPY100 per share and repurchases of treasury shares. We also plan to increase DOE in line with stable dividends and the reduction of shareholders' equity.

I would like to conclude our presentation on the Medium-Term Management Plan 2029. Thank you for listening.

Appendix

Appendix

Financial Summary

WACOAL HOLDINGS CORP.

Exchange rate	USD	GBP	CNY
FY2026 results	150.77	202.10	21.25
FY2027-FY2031 plan	155.00	210.00	22.00

(Millions of yen)

	FY2026		FY2029				FY2031 (VISION2030)			
	results	ratio	plan	ratio	vs FY2026 results change	vs FY2026 results % change	plan	ratio	vs FY2026 results change	vs FY2026 results % change
Revenue	171,510	—	201,000	—	+29,490	+17.2%	217,000	—	+45,490	+26.5%
Business Profit	-461	—	8,500	4.2	+8,961	—	13,000	6.0	+13,461	—
Operating Profit	19,877	11.6	9,300	4.6	-10,577	-53.2%	13,800	6.4	-6,077	-30.6%
Profit Attributable to Owners of Parent	13,124	7.7	7,200	3.6	-5,924	-45.1%	10,000	4.6	-3,124	-23.8%
ROE	6.5%	—	4.3%	—	—	—	7.0%	—	—	—
ROIC	5.9%	—	4.0%	—	—	—	6.5%	—	—	—
EPS	￥262	—	￥145	—	—	—	￥210	—	—	—
Equity Ratio	71.7%	—	63.3%	—	—	—	59.3%	—	—	—

Financial Summary (Major Subsidiaries)

Exchange rate	USD	GBP	CNY
FY2026 results	150.77	202.10	21.25
FY2027-FY2029 plan	155.00	210.00	22.00

(Millions of yen)

	Revenue									Business Profit (Loss)								
	FY2026	FY2029				FY2031				FY2026	FY2029				FY2031			
	results	plan	vs FY2026 results			plan	vs FY2026 results			実績	plan	vs FY2026 results			plan	vs FY2026 results		
			change	% change	CAGR		change	% change	CAGR			change	% change	CAGR		change	% change	CAGR
Wacoal Corp.	84,525	88,300	+3,775	+4.5%	+1.5%	94,800	+10,275	+12.2%	+2.3%	690	4,000	+3,310	+479.7%	+79.6%	5,800	+5,110	+740.6%	+53.1%
Wacoal International Corp. (U.S.)	23,965	35,400	+11,435	+47.7%	+13.9%	39,600	+15,635	+65.2%	+10.6%	-256	2,000	+2,256	—	—	3,100	+3,356	—	—
Wacoal Europe Ltd.	30,725	39,600	+8,875	+28.9%	+8.8%	42,800	+12,075	+39.3%	+6.9%	1,435	2,900	+1,465	+102.1%	+26.4%	3,700	+2,265	+157.8%	+20.9%
Wacoal China Co., Ltd.	7,484	8,200	+716	+9.6%	+3.1%	8,600	+1,116	+14.9%	+2.8%	-847	0	+847	—	—	100	+947	—	—
Peach John	11,379	13,200	+1,821	+16.0%	+5.1%	13,900	+2,521	+22.2%	+4.1%	130	500	+370	+284.6%	+56.7%	900	+770	+592.3%	+47.3%

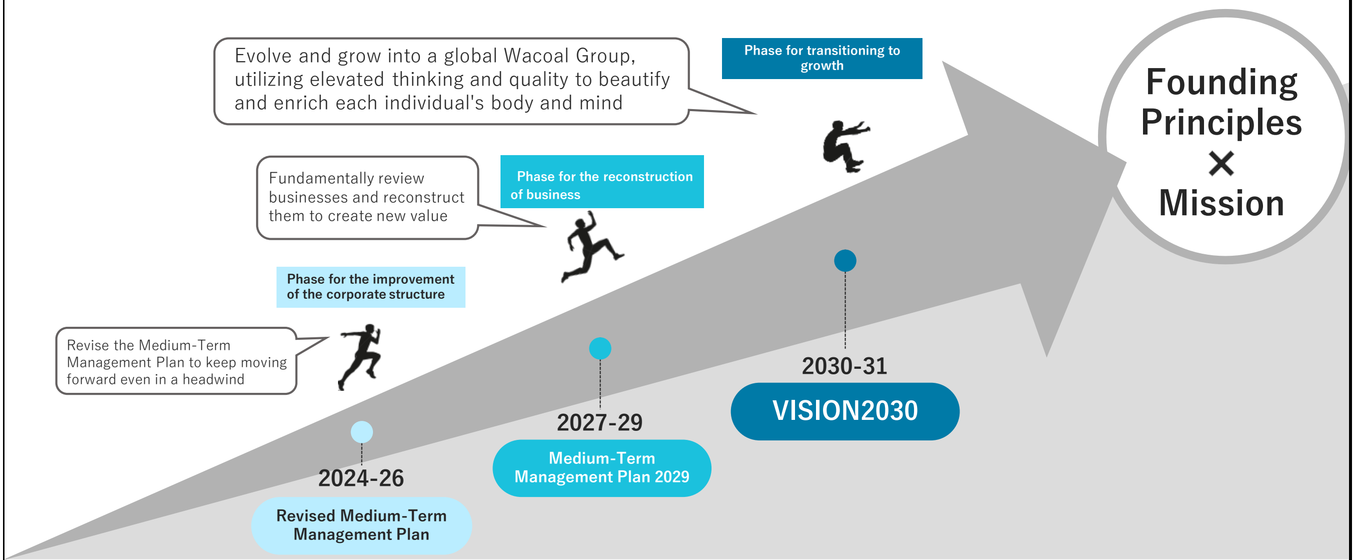
【Major Overseas Subsidiaries】 (local currency basis) (Unit: U.S.A.: Thousands of U.S. dollars Europe: Thousands of pounds China: Thousands of yuan)

Wacoal International Corp. (U.S.)	158,956	228,300	+69,344	+43.6%	+12.8%	255,800	+96,844	+60.9%	+10.0%	-1,694	12,700	+14,394	—	—	20,200	+21,894	—	—
Wacoal Europe Ltd.	152,026	188,600	+36,574	+24.1%	+7.5%	204,000	+51,974	+34.2%	+6.1%	7,112	13,800	+6,688	+94.0%	+24.7%	17,500	+10,388	+146.1%	+19.7%
Wacoal China Co., Ltd.	352,195	371,400	+19,205	+5.5%	+1.8%	389,800	+37,605	+10.7%	+2.1%	-39,919	2,000	+41,919	—	—	6,000	+45,919	—	—

*Figures are presented based on local accounting standards.
*Figures differ from those disclosed in the FY2026 (ended March 2026) financial results presentation due to the inclusion of intercompany transactions.

Path to the Achievement of the Founding Principles and Mission

To achieve our Founding Principles and Mission, we will drive business transformation and growth in phases, leading to the realization of VISION 2030



WACOAL HOLDINGS CORP.

What We Aim For in VISION 2030

Evolve and grow into a global Wacoal Group, utilizing elevated thinking and quality to beautify and enrich each individual's body and mind

Each operating company will view initiatives to address increasingly complex and diverse social issues as opportunities for growth in the future, aiming to address social issues and achieve sustainable growth through business.

There has been no change to our policy of executing our vision and sustainability management to enhance our corporate value.

Promote sustainability management

(1) Implement key strategies

- Improve domestic profitability and expand our business areas
- Expand overseas businesses and transform them into high-revenue structures
- Strengthen the Group's management capabilities
- Shift to more capital efficient management

Business areas: We will cultivate and expand the beauty, comfort and health areas with new products and services backed by our elevated minds and quality

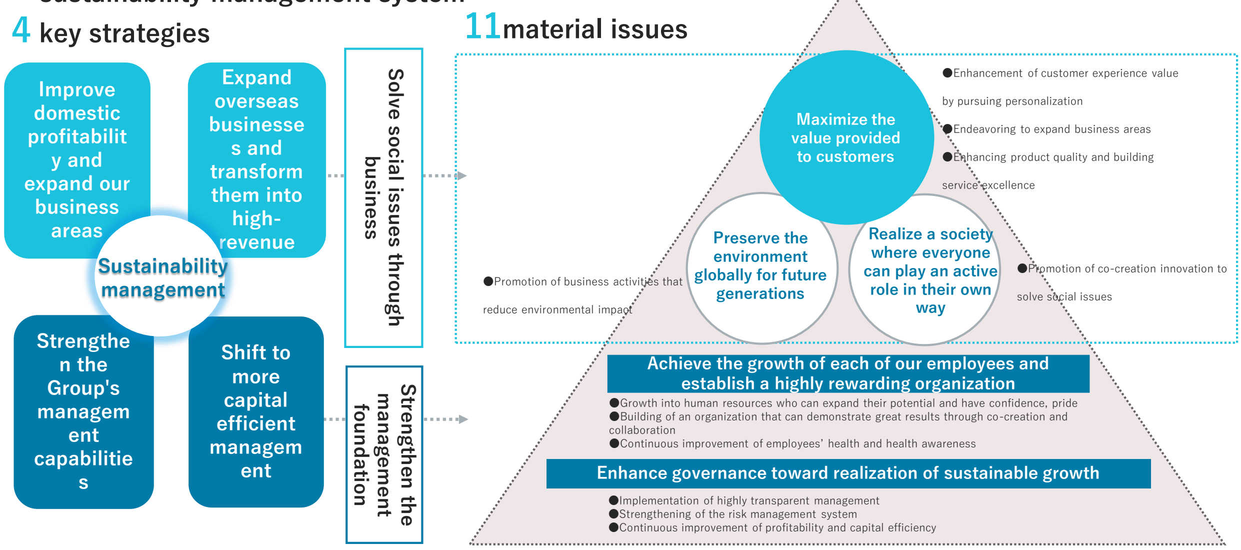
(2) Solve material issues

- Maximize the value provided to customers
- Enable each of our employees to achieve personal growth and establish a highly rewarding organization
- Preserve the global environment for future generations
- Realize a society in which everyone plays an active role in their own way
- Enhance governance toward the realization of sustainable growth

WACOAL HOLDINGS CORP.

VISION2030 Solving materialities

We set 11 material issues and indicators to solve social issues and achieve growth under a sustainability management system



Appendix

VISION2030　Materiality Targets

WACOAL HOLDINGS CORP.

1. Enhancement of customer experience value by pursuing personalization

●Number of active Wacoal members 2.6 million members (approx. 45%)

2. Expanding business areas

●Net sales in new areas of existing businesses ¥2,220 million

●Net sales from new businesses ¥2,000 million

● E-commerce sales ratio

Japan 29%　U.S. 67%　Europe 45%　China 39%

●Sales revenue in major overseas countries

U.S. ¥39.6 Billions　Europe ¥42.8 Billions　China ¥8.6 Billions

3. Enhancing product quality and building service excellence

●Maintain 100% of manufacturing-related departments implementing quality activities and continue activities to raise awareness of quality

4. Growth into human resources who can expand their potential and have confidence, pride

5. Building of an organization that can demonstrate great results through co-creation and collaboration

Percentage of positive answers in engagement survey results

● 「Growth opportunities」 50% or higher

● 「Cooperative structure」 80% or higher

● 「Support of the Vision」 80% or higher

6. Continuous improvement of employees' health and health awareness

●Total number of days absent due to illness 20,000 days or less

●Percentage of people who intend to change their behaviors related to the improvement of their lifestyles 80% or higher

7. Promotion of business activities that reduce environmental impact

GHG emissions (vs. FY2020)

●Scope 1 & 2 30% or more reduction

*Targets: Domestic locations, factories and distribution centers

●Scope 3 20% reduction

＊Wacoal business (Japan))

●Product waste 0

＊Wacoal Corp.

●Ratio of environment-friendly materials used 30% or higher

＊Wacoal Corp.

8. Promotion of co-creation innovation to solve social issues

● To steadily promote human rights due diligence activities, we will achieve:

100% of employees receiving human rights training

●Expanding the scope of CSR procurement activities

Implement on-site CSR procurement audits of raw material manufacturers and dyehouses

9. Implementation of highly transparent management

● Outside executive ratio 50% or higher

10. Strengthening of the risk management system

● Percentage of employees who participated in an e-learning program 100%

*Compliance

11. Continuous improvement of profitability and capital efficiency

●ROIC target 6.5% or higher

●Target business profit ratio 6.0%

Disclaimer

WACOAL HOLDINGS CORP.

The information found in this document has been prepared based on information available at the time of its publication. The company does not warrant or promise that the information will lead to favorable results.

It is also subject to change without notice.

While we exercise great care when posting this information, we are not responsible for any errors in the published information.

This is a translation of the original Japanese document, prepared and provided solely for readers' convenience. In case of any discrepancy between this translated document and the Japanese original, the original document shall prevail.

IR Contact Information

Wacoal Holdings Corp. IR Website：
https://www.wacoalholdings.jp/en/ir/

IR Contact Information：
ir-wmg@wacoal.co.jp

Dissemination of IR Information

X　**Wacoal Holdings Corp. – IR & Public Relations**
https://x.com/Wacoal_IR_PR

note　**Wacoal Holdings Corp. IR**
https://note.com/wacoal_ir