Value Creation Process

The most significant value that we provide is through the continued creation of products loved by customers and new products that meet current needs. Worldwide, Wacoal creates offerings with the aim of helping women to express their beauty. To this end, we will maximize and optimize the various assets that we have developed, including financial, physical, trust-related,* and organizational assets. By moving forward purposefully with medium- to long-term strategies, we will address material issues and further enhance enterprise value.

* Wacoal defines "trust-related assets" as assets that are comparable to human assets or customer assets because they increase or decrease depending on relationships of trust with the Company. Trust-related assets differ from organizational assets, which are entrenched in our organization and not dependent upon such relationships as employment or business transactions.

Six material issues in business activities > P.12

- 1. Contribute to society by helping women to express their beauty 3. Create a business Build CSR procurement 2. Provide safe, dependorganization and culture 4. Ensure breast care 6. Continue the enhancepartnerships founded on able, high-quality products that are fair and in which support for women ment of corporate mutual trust and and services people are ambitious and around the world governance cooperation enjoy their work
- Assets and competitive advantages developed **Physical Assets Financial Assets** Group factories in Japan and overseas Abundant capital • Appealing sales areas and a rich product Strong financial foundations Further diversification of values Tangible Assets Sustomer feedback **Trust-related Assets Organizational Assets** Extensive and diverse groups of Abundant physique measurement data and accumulated knowledge of the Human Science Research Center Intangible Assets Trusted brands and relationships with Original design and manufacturing technologies and quality control system Social contribution through businesses • The beauty advisor training system Favorable business partnerships

Group Philosophy > P.02

Our Mission Our Vision Our Value

- Business management based on mutual trust
 - Helping women to express their beauty

