

Our Mission

We will contribute to society by helping women
to express their beauty.

Our Vision

We, the employees and management of Wacoal,
will maintain a refined corporate culture based on
mutual trust and will continually strive to
make the Company a global leader in the industry.

Our Value

1. Create products loved by customers
2. Develop new products that meet the needs of the times
3. Conduct business in a fair manner with a forward focus
4. Build a better Wacoal through better human resources
5. Fear not failure and boast not of success

Viewing the COVID-19 crisis as providing a favorable
opportunity to move forward dramatically in a new era,
we will advance bold self-reform.

—Enabling Wacoal to create the value customers want in a new era—

Since the early months of 2020, the spread of COVID-19 has been wreaking havoc globally. As a corporate group with businesses worldwide, the Wacoal Group has been severely affected by the COVID-19 pandemic. Although the way out of the crisis and the direction in which the world will develop after the crisis remain unclear, we must convert these difficulties into a favorable opportunity to move forward dramatically in the coming new era.

Historically, Wacoal has overcome unprecedented crises through concerted Companywide efforts. After emerging in the United States in the 1960s, the women's liberation movement spread to Japan, taking the form of a no-bra movement in the 1970s. In response to the serious impact that this movement was having on Wacoal at the time, its founder Koichi Tsukamoto delivered a stirring message to employees, emphasizing that the Company would not be able to overcome the crisis unless all of its employees forged ahead with determination and solidarity. Further, to impart his sense of crisis to employees he had his hair cropped short and vowed to relaunch Wacoal. This urgency proved very persuasive and heightened employee solidarity, which then became a significant driver of growth. For example, the unification and mobilization of employees led to the creation of a seamless cup bra, a

major hit product that captured the hearts of women seeking greater expression of their identity in a new era.

In regard to self-reform, I believe we have reached a moment of truth that will show whether we can create the value needed in a new era and thereby remain a company society views as truly essential. Without fail, we will overcome the current challenges by scrutinizing existing business models and undertaking bold reform that is unconstrained by the past or by established practices. In conjunction with these efforts, anticipating the rapid change in values that is stemming from the COVID-19 crisis, we will foster personnel who are able to put the Group Philosophy into practice through the creation of products loved by customers and the development of new products that meet the needs of the times. Further, we will proactively develop a corporate culture that is conducive to bold risk-taking for growth.

By ensuring that Group employees worldwide have a shared sense of crisis and a common vision of the future and by building relationships of mutual trust with all stakeholders, we will become an entity that society needs more than ever. For this reason, I would like to ask all stakeholders for their continued support.

September 2020



Founder Koichi Tsukamoto (1970)

Yoshikata Tsukamoto
Chairman and Representative Director
Wacoal Holdings Corp.