

Toward a New Chapter in Our History

The Wacoal Group has built a long history by overcoming many changes and hardships since its founding in 1946. Our success is attributable to a favorable reputation earned through efforts to contribute to society by helping women to express their beauty. In other words, we have sought to realize our mission by earnestly developing products and services that enrich and add comfort to daily life.

By continuing to take on ambitious initiatives based on our unchanging mission, we will overcome the unprecedented crisis that has arisen from the COVID-19 pandemic and open the way to a new future.

The Wacoal Group's Ambitious Initiatives

1946

► The Founding of Wacoal and Development of the Domestic Market

On June 15, 1946, the day he returned to his home in Kyoto after surviving grueling battles during World War II, our founder Koichi Tsukamoto established a company for the wholesale of women's accessories. Subsequently, realizing that the dramatic change in women's apparel from Japanese to Western clothing was an opportunity, he moved into the manufacture of Western innerwear for women. The 1950 opening of a Wacoal sales area in the Kyoto branch of the Takashimaya department store marked our entry into the department store market.



A brassiere sales display in the Kyoto branch of the Takashimaya department store

1970

► Response to the No-Bra Movement

After emerging in the United States, the women's liberation movement spread to Japan, taking the form of a no-bra movement in 1970. Tsukamoto delivered a stirring message to employees, emphasizing that the Company would not be able to overcome the crisis unless all employees worked as a team. The subsequent unification and mobilization of employees led to the creation of a seamless cup bra, which became a major hit product that captured the hearts of women seeking greater expression of their identity.



By having his hair cropped, our founder expressed his determination to overcome a management crisis.

A History of Overcoming Challenges

Surmounting difficulties and growing by building mutual trust with customers and employees



Toward an Outstanding Future Based on Mutual Trust

Overcoming an unprecedented crisis and opening the way to the future through ambitious new initiatives

2020

► The COVID-19 Pandemic

The global COVID-19 pandemic, which began at the start of 2020, has had a profound impact on the business management of the Wacoal Group, which has operations in countries around the world. We have launched ambitious, forward-looking initiatives aimed at fulfilling our unchanging mission while enhancing enterprise value through adaptation to changes in distribution as well as in customers' values and consumption patterns.

An example of an infection countermeasure that preserves our relationship of mutual trust with customers



3D body scanners that enable contactless measurement

1962

► Conflict between Labor and Management

In 1962, when labor relations became a major issue in Japan, Koichi Tsukamoto responded to a speech given by Sazo Idemitsu, the president of Idemitsu Kosan Co., Ltd., by resolving to adopt a management approach based on mutual trust. Under this approach, employees were given autonomy over such matters as when their working day began and ended. By putting into practice his belief that a company president who claimed to respect human rights must first trust the union, Tsukamoto energized the corporate culture and enabled Wacoal to realize growth in the domestic market.

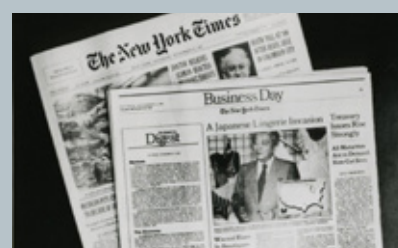


Our founder chatting with employees

1985

► Opening Up of the U.S. Market

To build a brand capable of winning out in markets worldwide, we began developing overseas businesses in the 1970s. For many years after Wacoal's entry into the U.S. market in 1985, performance flagged due to over-stocking and soaring selling, general and administrative expenses. Wacoal improved quality in its plants while maintaining listed prices and a commitment to sales through consultations with beauty advisors. In 1995, 15 years after its establishment, our U.S. subsidiary achieved profitability for the first time.

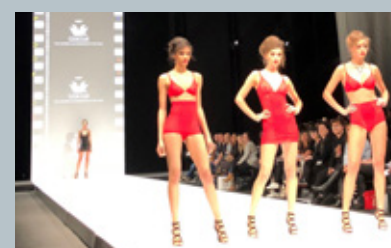


Coverage of Wacoal in a U.S. newspaper

2012

► Development of the European Market

Although we entered the European market with the establishment of a local subsidiary in France in 1990, breaking into the market proved to be extremely challenging. Determined to expand our business in Europe, in 2012 we acquired Eveden Group Limited (now Wacoal Europe Ltd.), a company that had multiple brands suited to a wide range of physiques and sizes.



A Wacoal brand fashion show in Europe