

## Introduction

Remaining physically and emotionally close to customers and becoming a force for beautifying the world by making ambitious changes and continuing to grow

**For the first time since our founding, we have changed the structure of the Group Philosophy and defined our new Mission in modern society.**

Under the leadership of the pure holding company Wacoal Holdings Corp., the Wacoal Group has developed innerwear businesses mainly in Japan, the United States, Europe, China, and Southeast Asia. From the outset, our goal has been to contribute to society by helping people to express their beauty.

Aiming to enrich lives around the world; help customers achieve self-realization that is free from uniform assumptions about external beauty; and address social, environmental, and human rights issues, in 2022 we defined our new Mission in modern society.

In accordance with our Mission and Founding Principles that have been passed down over a history of more than 70 years, each of our operating companies will view efforts to address increasingly complex and diverse social issues as opportunities for growth.

By advancing sustainability-driven management that both addresses social issues and achieves continuous growth through business activities, we will elevate enterprise value.



# New Structure of the WACOAL Way

## MISSION

WACOAL empowers people with the confidence that comes from looking and feeling their best. As a global leader, we welcome everyone into our caring community built on mutual respect, diversity, and inclusion.

At WACOAL, we value each person as an individual and believe in nurturing the body and mind so everyone can be their best. When people with different backgrounds are empowered to come together and share ideas freely, we as a society will achieve true harmony. By continuing to evolve, WACOAL leads the way to a world where kindness, inclusivity, and mutual respect are the standards, and the future is full of promise for everyone.

### Global Corporate Message

**Comfortable inside. Confident outside.**

## Founding Principles

### Our Promise

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

### Our Culture

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

With a strong desire to devote his life to working for society, Koichi Tsukamoto founded Wacoal based on the belief that “a peaceful society is one where women can express their beauty.” His goal was to contribute to society by helping people to express their beauty. In achieving this goal, business management based on mutual trust is essential. We have upheld our founder’s strong commitment to creating a company trusted by all stakeholders across generations. Consequently, each Wacoal employee has inherited a mindset that emphasizes mutual trust.



Koichi Tsukamoto  
Founder