

## Mission Formulation Process

Members with diverse backgrounds discussed their respective values and formulated a new mission.

In April 2021, as we entered an unprecedented period of change, we discussed the outstanding future of Wacoal and Our Promise, which the Group strives to keep, and identified important issues that we should address in order to achieve sustainable growth and improve corporate value on our way to start the Sustainability Promotion Project. The project consists of six leaders (including corporate officers) and 41 employees, with directors participating as supporters and external directors as advisors.

### Mission of the Sustainability Promotion Project

We aim to discuss and redefine the outstanding future of Wacoal and Our Promise, which the Group strives to keep, as needed in order to promote sustainability management, implementing sustainable growth and improving corporate value. In addition, we aim to identify the material issues of the Group toward 2030 and set long-term targets for solving our challenges. The material issues and numerical targets will be discussed at the Management Issues Review Meeting, and will be linked to the medium- to long-term management strategy framework and the new medium-term management plan.

### Sustainability Promotion Project (Period of Plan: April 2021 to March 2022)

#### Owner

##### Tomoyasu Ito

Representative Director, Vice President and Executive Officer  
Wacoal Holdings Corp.  
Representative Director, President and CEO  
Wacoal Corp.



#### Leaders

##### Naoko Ogawa

Corporate Officer, Head of Eastern  
Japan Sales Supervising Division  
Wacoal Corp.



##### Takuro Hori

Corporate Officer, Head of Brand  
Management Division 1  
Wacoal Corp.



##### Akiyuki Ueno

Corporate Officer, Head of Brand  
Management Division 2  
Wacoal Corp.



##### Yoji Kawaguchi

Marketing Management Division,  
Head of CX Design Department  
Wacoal Corp.



##### Hirofumi Inoue

Innovation Strategy Office,  
General Manager  
Wacoal Corp.



##### Katsuya Hirooka

Corporate Officer, Head  
of Corporate Planning Department  
Wacoal Holdings Corp.



#### Supporters

|                    |                                       |
|--------------------|---------------------------------------|
| Akira Miyagi       | Vice President, Wacoal Holdings Corp. |
| Masaaki Yajima     | Director, Wacoal Holdings Corp.       |
| Hidehiko Imaizumi  | Director, Wacoal Corp.                |
| Yasuo Kamoshita    | Director, Wacoal Corp.                |
| Takahiko Hasegawa  | Director, Wacoal Corp.                |
| Kazuhiro Shibahara | Director, Wacoal Corp.                |
| Mitsuru Sekiguchi  | Director, Wacoal Corp.                |

#### Advisor

|                |  |
|----------------|--|
| Tsunehiko Iwai | External Director, Wacoal Holdings Corp. |
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#### Executive Office

Corporate Planning Department, Global Operations Division  
Corporate Communication Department  
Wacoal Holdings Corp.  
Business Planning Department, Technology and  
Manufacturing Operations Division  
Wacoal Corp.

#### Members

30 employees in their 20s and  
30s (open recruitment)\*

11 management-level and  
mid-career employees (nominated)\*

\* Companies: Wacoal Corp., Nanasai Co., Ltd. and Wacoal Art Center Co., Ltd.  
Departments: Human Resources, Public Relations, Marketing, Technology/  
Production, Product Planning, Product MD, Sales, and Beauty Advisor (BA)

## Dialogue 01

# Our Mission to Realize an Outstanding Future Combining the Views of Multiple Generations

For approximately one year, we have used the Sustainability Promotion Project to think about our own ideals and the role we play in society. Leaders, mainly corporate officers; mid-career nominated members; and young employees openly recruited from the Company exchanged opinions from a variety of standpoints to define the mission that the Wacoal Group should fulfill in modern society.



Rethinking the management philosophy that has supported us over the 70 years since our founding

The Sustainability Promotion Project was launched in April 2021 and has been a focal point of discussion for a year. How did the environment around you feel at the time the project started?

**Hori** With the COVID-19 pandemic well underway, I felt that it was time to reconsider the value that corporations contribute to society. We found ourselves surrounded by various social issues, such as the environment, human rights, gender, diversity, and inclusion. I think it was time for us to reconsider what we needed to do in order to keep the Wacoal Group a cornerstone of society.

In this project, leaders from varying standpoints gathered to discuss the medium- to long-term vision of the Wacoal Group.

**Hori** Sustainability as we define it means continuing to be a company that is loved by our customers and needed by society. What supports this ideology is the Company's basic management philosophy. With that being the case, I took it upon myself to carefully analyze our management philosophy. At the same time, I looked at the performance and growth of the Group, seeing that not everything was necessarily going to plan. In response, we started by trying to determine exactly what was missing.

What steps did the project take as a whole?

**Hori** The project lasted for approximately a year, but in the beginning, six leaders and Executive Office members met several times a month for discussions. While sharing the vision of the future envisioned by each leader, we discussed the role the Group should play in modern society and what should be identified as important issues. Afterward, we decided we needed to listen to the true and unbiased opinions of young employees who will keep the Company going long after we are gone, instead of just tossing around our own ideas. Therefore, we also nominated mid-career members and recruited younger members to join the discussion. After gathering the new members together, we would meet for discussions once or twice a month.

There are 11 nominated members as well as 30 members openly recruited from Group subsidiaries and beauty advisors. Were there any differences in your way of thinking or sensibilities?

**Hori** The most difficult thing was figuring out how to handle the original management philosophy. Since our founding, the Group's promise has been to "contribute to society by helping women to express their beauty." Some said it should be changed as gender is not something to define in this day and age, while others said that since our core business is women's innerwear, the original philosophy is appropriate. Even among the members who wanted to make a change, there were varying

degrees to how much they wanted to change the philosophy. It is only natural that everyone has their own thoughts, as it is a phrase we cherish so much that we have chanted it in unison at the beginning of each month. My thought is that it was important to revise the philosophy precisely because it is something so important to us.

Understanding the true feelings of the younger generation and highlighting current issues

Ms. Inazumi participated as a nominated member.

**Inazumi** I have been in charge of designing men's innerwear for quite a while, so I was happy to be approached for this project since I have always wanted to challenge myself in different ways beyond my department and industry. Last year was my first year after being promoted to manager, so I felt a lot of pressure in my role of bringing together the younger members from open recruitment and helping them express their thoughts. That being said, I was the only member participating as a creator, so as a representative of the creators of the Company, I was conscious of conveying my thoughts on manufacturing throughout the project so that everyone could talk about the future of Wacoal.

What are your thoughts on the Founding Principles, Ms. Inazumi?

**Inazumi** The original Founding Principles expresses the thoughts that the founder Koichi Tsukamoto had when



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he created the Company. His words carry a heavy power that everyone here has with them at their core. His basic philosophy includes: “Create products loved by customers” and “Develop new products that meet the needs of the times.” During my time here, I have always had these words in the back of my mind, making sure the products I made fit these ideals. Therefore, I do not think the right move is to change this philosophy completely. Personally, I have felt that we need to add an element of humanity without limiting our goals by gender. While inheriting Mr. Tsukamoto’s dreams, I wondered if I could create an expression that conveys comfort and beauty to a diverse range of people.

Ms. Sawa and Mr. Kitai joined through open recruitment. What made you want to participate in this project?

Sawa ● I thought it would be interesting, since I heard that the project was a place

to talk with various members to create a new path for Wacoal. I was interested in this project because it was a project with a clear purpose that did not end with a mere exchange of opinions. While I did have opportunities in the past to discuss how Wacoal should change and what kind of image the Company should have in my past posts, these kinds of discussions never really reached a conclusion. Of course, I very much sympathize with the founder’s desires, but since modern times face such a different society than the society when the Company was founded I always thought to myself, “Are we really responding to the times?” and “Will the Company keep on growing like this?” I decided to participate in the hope that I could have constructive discussions for the future and give some shape to something.

Kitai ● Even before I was a part of this project, I had a question about what Wacoal is supposed to be like. I often

hear the words “Wacoal-ish” and “Wacoal-like” within the Company, but I would always find myself vaguely thinking that there might be a gap between the essence of Wacoal that employees think of and the essence of Wacoal that customers expect. At the time when I was worried that the gap between us and our customers would widen further, I decided to take part in the open call that read, “Would you like to think about what we should do to ensure that Wacoal continues to grow in the future?” The call for participation also stated that “the goal of the entire Group was going to be redefined,” so I thought being a part of this could help us find exactly what Wacoal should work toward.

What kind of impression did you have of the project during its course?

Sawa ● The participating members are all from different generations, stand-points, and fields of experience, so what they value and what they cannot compromise on are completely different. I think this brought about some necessary conflict, which led us to find a solution among a sea of nonanswers that everyone could agree on. The process of finding that solution was tough.

Kitai ● Since all discussions were held online, it was a great experience to be able to discuss things without regard to where we worked or what we were in charge of. I felt a sense of responsibility for participating of my own accord, and it was also an opportunity to discipline myself to not neglect my daily duties in order to take responsibility for what I said.

Inazumi ● Usually, I only have opportunities to talk with members that are related to what I do in the Company. In this project, I was able to touch on the thoughts of a wide range of members. I once again learned that there are many people with a strong passion for Wacoal, and there were many times I was excited at the prospect of being able to create a bright future.

Hori ● We and the younger members of the team have the same understanding of the challenges that arise when we discuss what Wacoal is lacking. For example, the older generation wants the younger generation to take on challenges and they want to take action on those challenges. However, they also feel unable to take on challenges head-on. We say, “Let’s do it,” “Let’s make it happen,” but they do not take it all the way. Why is that? I think the project was a good opportunity for me to think deeply about these things.

Where do we stand?  
Facing 100 years for Wacoal Holdings

In 30 years, in 2050, Wacoal will celebrate its 100th anniversary. The project held discussions on the great future of the Wacoal Group (what it aims to be by 2050).

Hori ● Among us six leaders, we talked about the outstanding future of Wacoal. The common theme we landed on was that we are becoming a company that is needed by the world. This was an opportunity to confirm our thoughts of growing while taking on the challenge of businesses that go beyond women’s innerwear in order to contribute to the enrichment of the lives of people not only in Japan but around the world. Through our discussions, I also felt that the Company should become world-leading not only on the business front, but also in social contribution and environmental measures. As mentioned earlier, our employees are well aware of the challenges they have created for themselves. We felt the necessity to aim to become a company that promotes well-being where every single employee can work energetically while solving these challenges.

Inazumi ● The answer that I landed on is that “the future is now.” Although we may think of the future as some far away thing, everything we think of and act on now is connected to the future. That is why I realized that I need to cherish the present, really think about



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Joined in 1989  
Corporate Officer, Head of Brand Management Division 1  
Wacoal Corp.



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Joined in 2015  
Marketing Management Division, Advertising Department, Tokyo Advertising Section  
Wacoal Corp.

what I can do now, and take action. Sawa ● We often talked about how we would like to create a society where everyone can play an active role in their own way, regardless of age, gender identity, or background. The world is changing rapidly, so we need to aim to be a company that can flexibly respond to changes without setting too many limits on what we can do in the future. With this in mind, during our discussions, there were some opinions that we should continue to engage in dialogue with customers and society and reflect their voices in our products and services.

Kitai ● When considering the future of Wacoal, I thought, “What about now?” If the end goal is to foster a culture in which everyone can take on challenges, that means the “now” is not the best way to go. There was also the opinion that it is important to create a corporate culture in which everyone supports people who take on challenges. We even heard the opinion that, “to be a leading company,

we have to compete more. There is not enough of the ‘I will make it happen myself’ spirit across the company right now, including among the officers and management.” I think it was good that I was able to exchange opinions with everyone regarding corporate culture.

As a result, it was concluded through the project that the framework of the Wacoal Group’s management philosophy would be changed for the first time, while maintaining the management philosophy from its founding as the foundation of the Founding Principles.

Hori ● The most heated discussion was about the management philosophy. These words have been used since the Company was founded, so while it may seem a bit old-fashioned, the thoughts and message behind the words are universal throughout the Company. As a result of our discussions, we decided that it was necessary to carry on the aspirations of the Company’s founding into the future by labeling all of the



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**Shun Kitai**  
Joined in 2018  
Technology and Manufacturing  
Operations Division, Production  
Control Department,  
Production Control Section  
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Company's past goals and Company and management policies as the Founding Principles. At the same time, we exchanged opinions with management and external directors on numerous occasions in the process of deciding to formulate a new mission that we should fulfill in modern society. It was a difficult process, but I think it was a good experience for me personally.

To be a presence that stays close to customers

Please tell us about the thoughts behind the new Mission.

**Hori** ● Our new mission keeps all of what Wacoal holds dear. The idea that "everyone can be their best" expresses the value of our products and services. "Wacoal leads the way to a world where kindness, inclusivity, and mutual respect are the standards" expresses our thoughts on society and the environment. "Nurturing the body and mind"

expresses the importance we place on the hearts and minds of our customers, as much as we have studied the shape of the human body. Last but not least, the Mission ends with "We welcome everyone into our caring community built." Here, I think that "welcome everyone into our caring community" is an extremely important word choice. The innerwear we handle is a product that lays closest to your body, encroaching on personal space. Of course, we never want bad people coming into your personal space. Here, Wacoal declares that if will be a part of its customers' personal space. We take this very seriously. It is also a message that we will contribute to the issues of modern society not from afar but from the closest point of view.

**Inazumi** ● The comfort of the body is directly linked to the comfort of the mind. We always think about what we can do to make people happy every day, and with a challenging spirit, discover new needs and provide value. We do all

of this with sincerity. We want to be a company that supports each and every one of our customers, regardless of their gender and physical characteristics. The value of beauty changes with the times, so I would like for us to always pursue beauty in the eye of the times.

What do you think is necessary in order to realize our Mission?

**Sawa** ● Now that we have created this new Mission, I believe that everyone at Wacoal has a responsibility to uphold these words. I want each and every one of us to be ready and conscious to change. With this mission statement, we are saying that we will stay close to you, closest to your body and mind. We would like Wacoal to become a presence in society that is not just a good company among innerwear brands but a company that society can rely on in order to live a happy life.

Also, in this project, we were able to arrive at new answers by exchanging opinions with people with varying ideas. Because there is no absolute right answer, I felt that it was important for everyone to think and discuss issues. I go back to this Mission every day and say out loud what I am and am not getting done.

**Kitai** ● In order to put the mission into practice, I think the ideal is to create work and a culture that each and every one of us can be proud of. If we are not enjoying our work, we cannot create products that make our customers happy. I want to love the Company that I work for, and I want to create an environment where everyone can love it too.

What I want to do even more in the future is to connect with the next generation of customers. Until now, I think our business concept has been selling high-quality products through polite customer service by beauty advisors at brick-and-mortar stores. Now with a rapidly changing society, I think that we have not yet created a concept in our minds of how we as a company will interact with the people of the next generation. This is something I think all of us need to consider.

**Inazumi** ● I think that it is important for us to have confidence. The message of our Mission is to know who you want to be and get closer to that image of yourself, step by step. The confidence born thereof nurtures a kindness within yourself to accept a diverse range of people. I think of the people around me and want to see everybody's smiles. I think that kindness is directly linked to having self-confidence. So, first of all, I will take action so that I can be proud of myself every day.

**Hori** ● In this way, we created a mission together with everyone and identified the material issues that the Wacoal Group aims to resolve by 2030 through discussion. What is more, we have also established the Guidelines for the Actions of Officers and Employees that clarify the direction of how we should act in order to realize our Mission and address material issues. The most important things are not just short-term results but also what kind of actions we take on a daily basis. The accumulation of these efforts will lead to the year 2030. The key to practicing sustainability management is to take action and transform our conduct. I will take the lead in

changing my conduct while always taking action, and I would like to support the Wacoal Group employees around the world so that they can take action as

well. All members of the Wacoal Group will take action and work to evolve the Group into an indispensable company. Please look forward to our efforts.



**Miki Inazumi**  
Joined in 2005  
Brand Management Division 2,  
Men's Innerwear Sales Department,  
Section Chief of Product Planning  
Section  
Wacoal Corp.

### Guidelines for the Actions of Officers and Employees

Guidelines for the Actions of Officers and Employees toward the Achievement of the Wacoal Group's "Mission" and "VISION 2030"

**"Think about the happiness of others"**

Do you consider the happiness of people around you, including the customers, suppliers, and employees coworker you work with?

**"Embrace curiosity and use all five senses"**

Have you noticed or discovered anything new lately?

**"Consider the reason and purpose"**

Do you understand the true meaning and root cause; why and what for?

**"Respect diverse opinions"**

Do you listen to people's opinions with humility and have constructive discussions without making assumptions?

**"Make decisions for the future"**

Do you act not only for immediate results, but also for a successful future?

**"Give it a try first"**

Do you give up out of fear of risks? Do you support people who take on challenges?

**"Work together"**

Do you strive for great success through teamwork and collaboration?

**"Act with honesty and responsibility"**

Do you communicate appreciation for others? Do you have blameless problem-solving approach?