

# Overview of VISION 2030 and the New Medium-Term Management Plan

## VISION 2030

→ P.46-P49

## Medium-Term Management Plan (Fiscal 2023 – Fiscal 2025)

→ P.50-P51

### CREATING EXPECTATIONS

(Provide greater value and achieve global growth)

▶ Provide greater value and expand our business areas

→ P.16-

▶ Create a culture where diverse human resources can play active roles

→ P.34-

▶ Return the Wacoal Business (Domestic) to a growth trajectory

→ P.52-

▶ Strengthen the potential for growth in the Wacoal Business (Overseas)

→ P.56-

▶ Promote a human resources strategy that supports growth

### MEETING EXPECTATIONS

(Improve ROE levels and focus on ESG initiatives)

▶ Have an operating margin and ROE of approximately 10%

▶ Solve material issues  
(Strengthen responses to environmental and social issues)

→ P.26-

▶ Complete domestic structural reform

▶ Achieve ROE above capital cost

→ P.60-

▶ Strengthen responses to human rights and environmental issues

→ P.30-

### FULFILLING COMMITMENTS

(Improve effectiveness and capital efficiency)

▶ Continuously improve the executive compensation system

▶ Optimize the Board of Directors' member structure

▶ Optimize the capital structure

A Message from the President → P.40-

A Discussion among Three External Officers → P.64-

▶ Disclose the process for achieving our ROE target

(Reform the revenue structure and improve capital efficiency)

→ P.60-

▶ Continuously improve the executive compensation system

P.75-

**Achieve Increased Corporate Value**  
(Consistently have price book-value ratio above 1.0 times and achieve sustainable growth)

**Create Social Value Unique to Wacoal**  
(Provide greater value to customers and solve sustainability issues)

**Fulfill the Group's Mission**  
To use our business to achieve a society in which each person can live as themselves