Value Creation Process

The Group will maximize and optimize the various assets that it has developed—including physical, financial, trust-related,* and organizational assets-and advance medium- to long-term growth strategies to resolve material issues and enhance enterprise value even further. Through rigorous, customer-focused value chain reform as well as the evolution of our value creation process, we will continue bringing products and services that enrich society to the market.

> * Wacoal defines "trust-related assets" as assets that are comparable to human assets or customer assets because they increase or decrease depending on relationships of trust with the Company. Trust-related assets differ from organizational assets, which are entrenched in our organization and are not dependent upon such relationships as employment or business transactions.

Material Issues

Customers Maximize the value provided to customers

Employees

Achieve the growth of each of our employees and establish a highly rewarding organization

Environment Preserve the environment globally for future generations

Society Realize a society in which everyone plays an active role in their own way

Governance Enhance governance toward the realization of sustainable growth

Founding Principle Relationships founded in mutual trust



Output (Value provided through our businesses) Products and services that enrich our customers' daily lives Safe, reliable, high-quality products and services Maximization of value provided

Maximization of new value customers Products and services that pay due respect to the environment and Physical Assets

Committing to the enrichment of the lives of people around the world MISSION Help people Helping people realize their individuality, and look and feel their inner beauty, rather than uniform external their best

How Wacoal Works to Create a **Sustainable Society**

> Striving to solve various social issues such as the environment and human rights





Assets and Competitive Advantages Developed

beauty

Tangible Assets

- Group factories in Japan and
- Appealing sales areas and a rich

Financial Assets

- Abundant capital
- Strong financial foundations

- Extensive and diverse groups of
- Trusted brands and
- relationships with customers Social contribution through
- Favorable business partnerships

Organizational Assets

Intangible Assets

- O Abundant physique measurement data and accumulated knowledge of the Human Science Research & Development Center
- Original design and manufacturing technologies and quality control system
- The beauty advisor training

