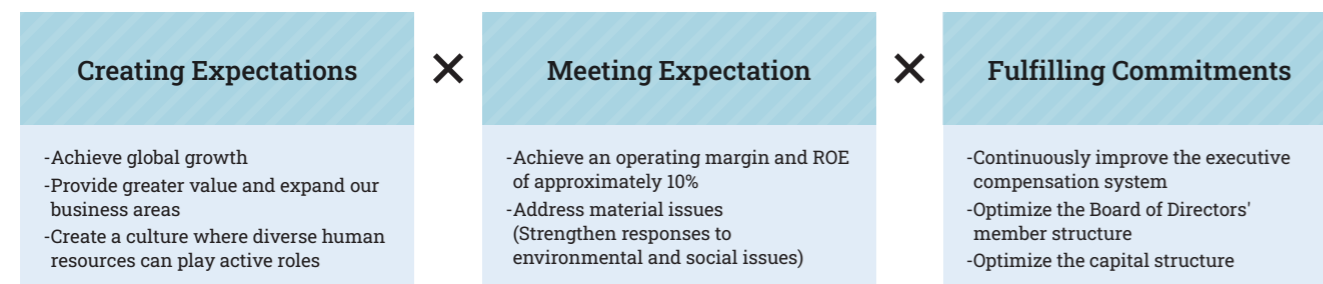


VISION 2030

Create New Value from an Innovative Perspective and Achieve Sustainable Growth

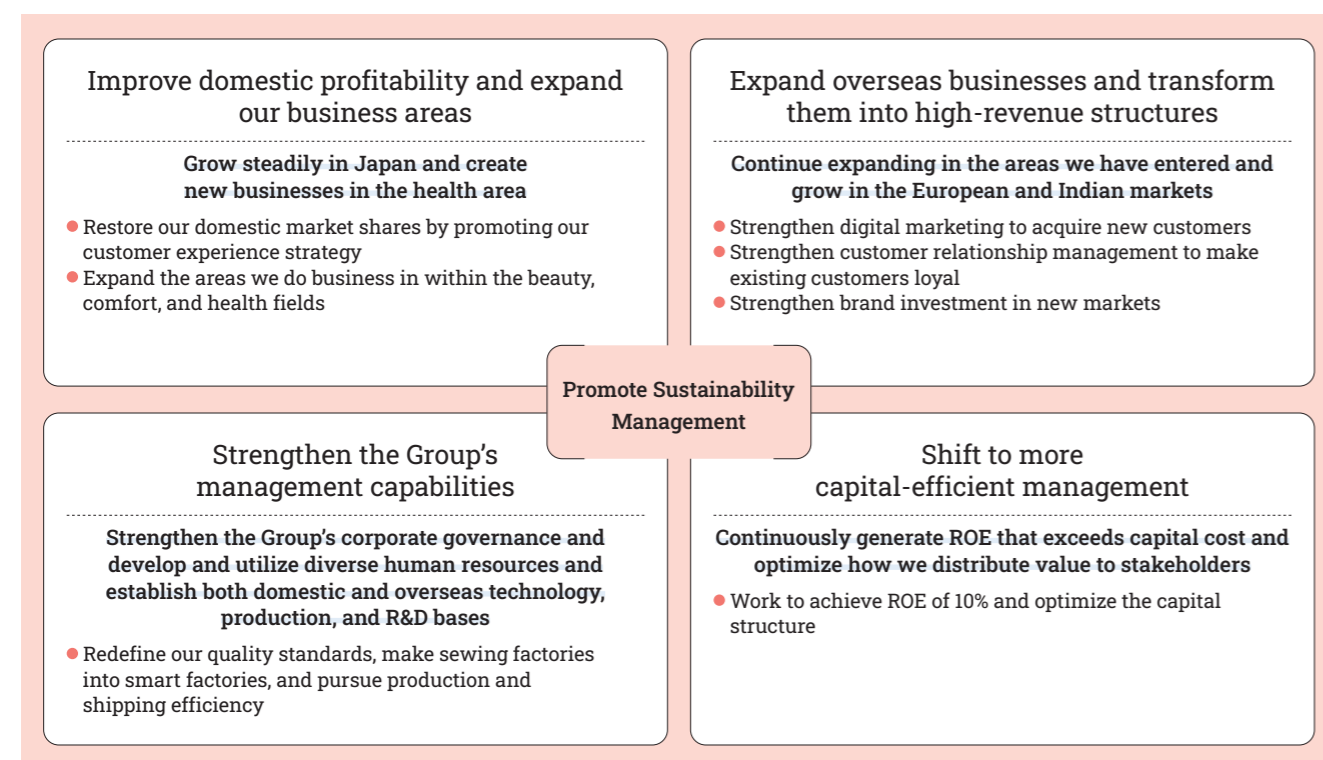
With the aim of putting the WACOAL Way into practice, we have formulated VISION 2030 by backcasting from long-term goals while keeping in mind the issues of our business, customer values, and changes in society and the environment. Based on this vision, our 2030 goal is to evolve and grow into a "Global Wacoal Group" by capitalizing on quality and our heightened sensibility to provide each customer with physical and emotional beauty and enrichment. We will achieve sustained growth and enhance corporate value through the following initiatives.

Main Goals of Initiatives

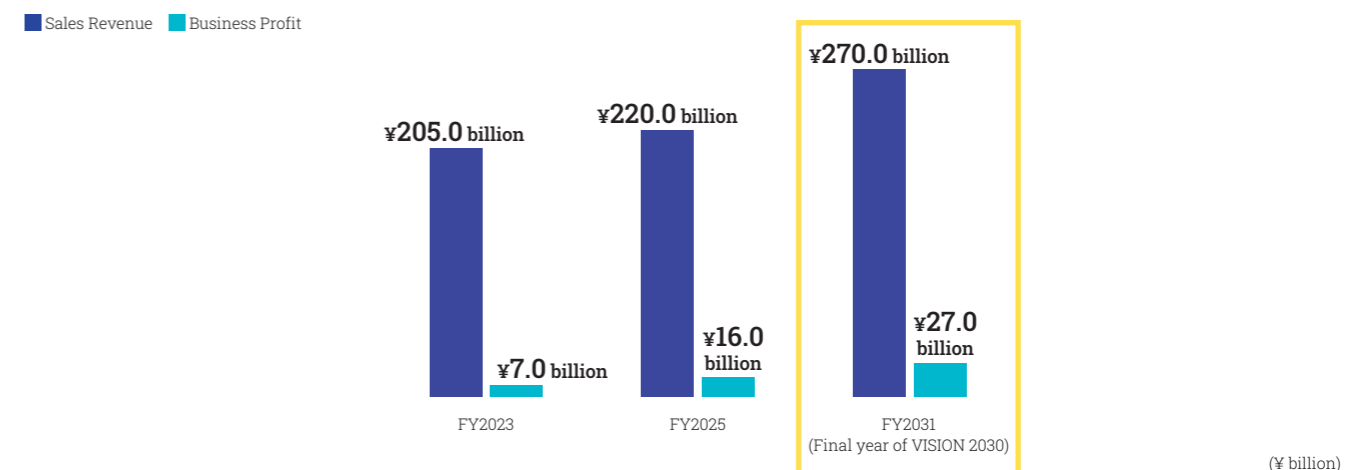


VISION 2030 Management Strategies

VISION 2030 consists of three elements: a management strategy, material issues, and the Guidelines for the Actions of Officers and Employees. Our management strategy includes four priority strategies: improve domestic profitability and expand our business areas, expand overseas businesses and transform them into highly profitable structures, strengthen the Group's management capabilities, and shift to more capital-efficient management. Through the implementation of these strategies, we will expand our businesses, increase profitability, and strengthen our management foundations. At the same time, we will advance sustainability-driven management that simultaneously addresses social issues and achieves continuous growth.

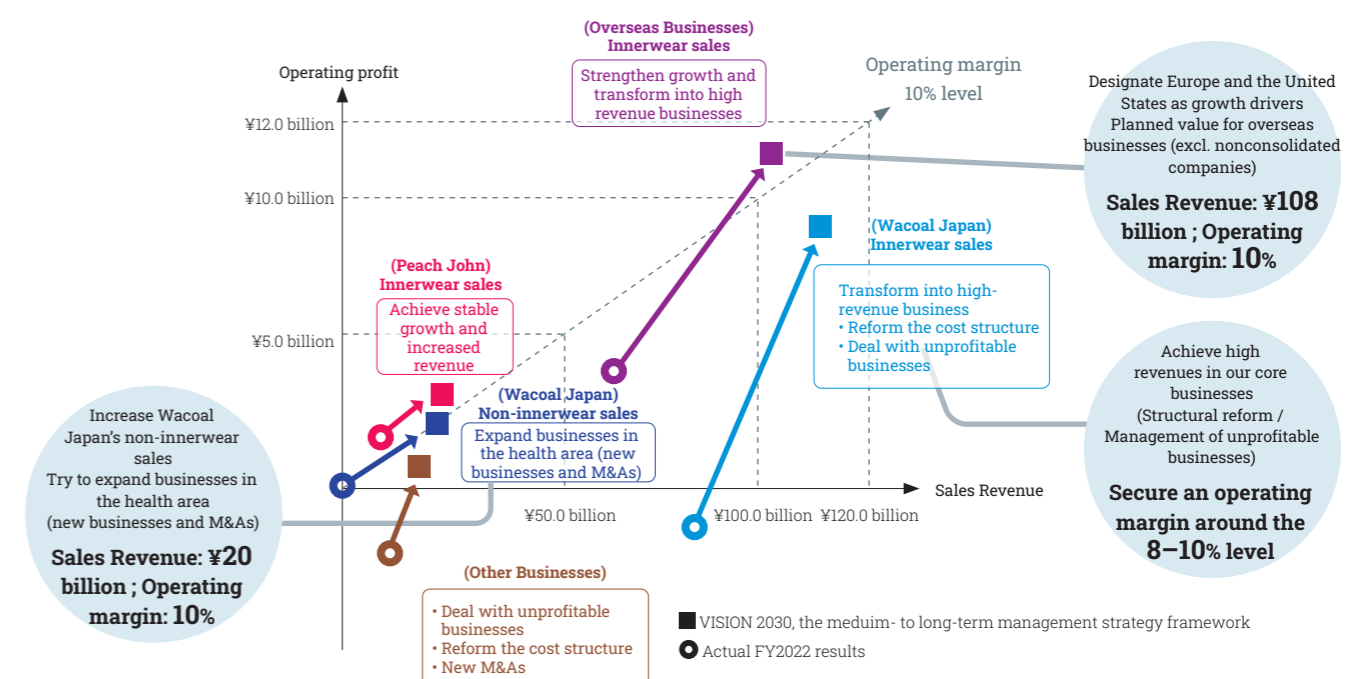


VISION 2030 Plan



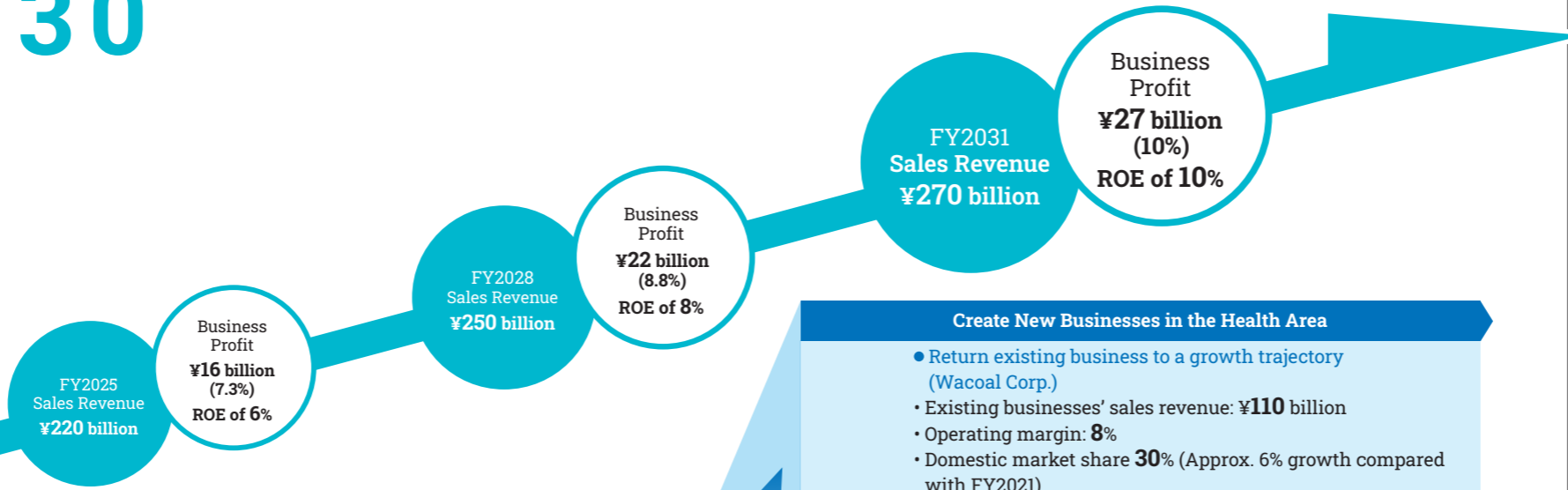
	FY2023 plan (First year of medium-term management plan)	FY2025 plan (Final year of medium-term management plan)	FY2031 plan (Final year of VISION 2030)
Sales Revenue	205.0	220.0	270.0
Domestic Business (vs. Sales Revenue)	134.9 65.8%	133.2 60.5%	162.0 60.0%
Overseas Business (vs. Sales Revenue)	70.1 34.2%	86.8 39.5%	108.0 40.0%
(Reference) Sales Revenue including equity-method affiliates	-	-	340.0
Business Profit	7.0	16.0	27.0
Business Profit ratio	3.4%	7.3%	10.0%
Net income attributable to owners of parent	5.5	12.5	21.0
ROE	-	6.0%	10.0%
Shareholders' equity	-	210.0	210.0

VISION 2030 Business Portfolio



VISION 2030

Road Map



VISION 2030
Medium- to long-Term
Management Strategy
Framework

Domestic Business

Improve domestic profitability and expand our business areas

- #### Achieve Regrowth and Finish Structural Reform
- Return existing business to a growth trajectory (Wacoal Corp.)
 - In-house e-commerce: ¥20 billion
 - Self-managed store sales: 40%
 - Try to create new businesses

Overseas Business

Expand overseas businesses and transform them into high-revenue structures

- #### Continue Expanding in the Areas We Have Entered
- Achieve growth in the Asian region
 - Sales Revenue: ¥5.9 billion (Operating profit: ¥0.3 billion)
 - Strengthen efforts to expand in emerging areas
 - Make IO, Inc. profitable again (Goal for the fiscal 2024)

Sustainability

Develop sustainability solutions through our business

- #### Formulate Processes to Solve Material Issues
- Achieve ratio of women in management positions of 30% or more
 - Achieve the health and productivity management targets of GENKI Project 2025
 - Disclose all material issue KPIs (this and the preceding points relate to Wacoal Corp. only)
 - Review the Group companies' material issue KPIs

- #### Create New Businesses in the Health Area
- Return existing business to a growth trajectory (Wacoal Corp.)
 - Existing businesses' sales revenue: ¥110 billion
 - Operating margin: 8%
 - Domestic market share 30% (Approx. 6% growth compared with FY2021)
 - Grow new businesses (Sales revenue: ¥20 billion)

- #### Grow in the European and Indian Markets
- Achieve growth in overseas businesses
 - Sales Revenue: ¥108 billion (¥7 billion in the Indian market, ¥3 billion in the German market)
 - Operating margin: 10%
 - Overseas sales ratio: 40%

- #### Strengthen Efforts Done Together with Stakeholders
- Achieve zero in-house emissions (Domestic offices)
 - Use 50% environment-friendly materials (Wacoal Corp.)
 - Achieve zero product waste (Wacoal Corp.)
 - Reduce supply chain emissions (Scope 3) by 20% (Wacoal Business (Domestic))

- #### Domestic
- Strive to continuously provide greater value and achieve discontinuous growth
- Utilize 3D physique measurement data, R&D results, and employee ideas
 - Promote active M&As and collaboration with other companies

- #### Overseas
- Accelerate Global Growth
- Realize growth in countries where we already have a presence (the United Kingdom, the United States, and China)
 - Advance initiatives to achieve widespread brand awareness in India and Continental Europe
 - Realize transformation into a high-revenue structure

Evolve and grow into a “Global Wacoal” by capitalizing on quality and our heightened sensibility to provide each customer with physical and emotional beauty and enrichment

- #### Creating Expectations
- Achieve global growth
 - Provide greater value and expand our business areas
 - Create a culture where diverse human resources can play active roles

- #### Meeting Expectations
- Have an operating margin and ROE approximately 10%
 - Address material issues (Strengthen responses to environmental and social issues)

- #### Fulfilling Commitments
- Continuously improve the executive compensation system
 - Optimize the Board of Directors' member structure
 - Optimize the capital structure

