

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

The period from fiscal 2023 to fiscal 2025 will be critical for laying foundations that will enable us to realize the goal of VISION 2030, which calls on us 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. As a manufacturer that markets brands globally, we will help enhance the day-to-day lives of many people and transform into a highly profitable entity capable of sustained growth by concentrating on the following initiatives of the medium-term management plan.

Main Goals of Initiatives

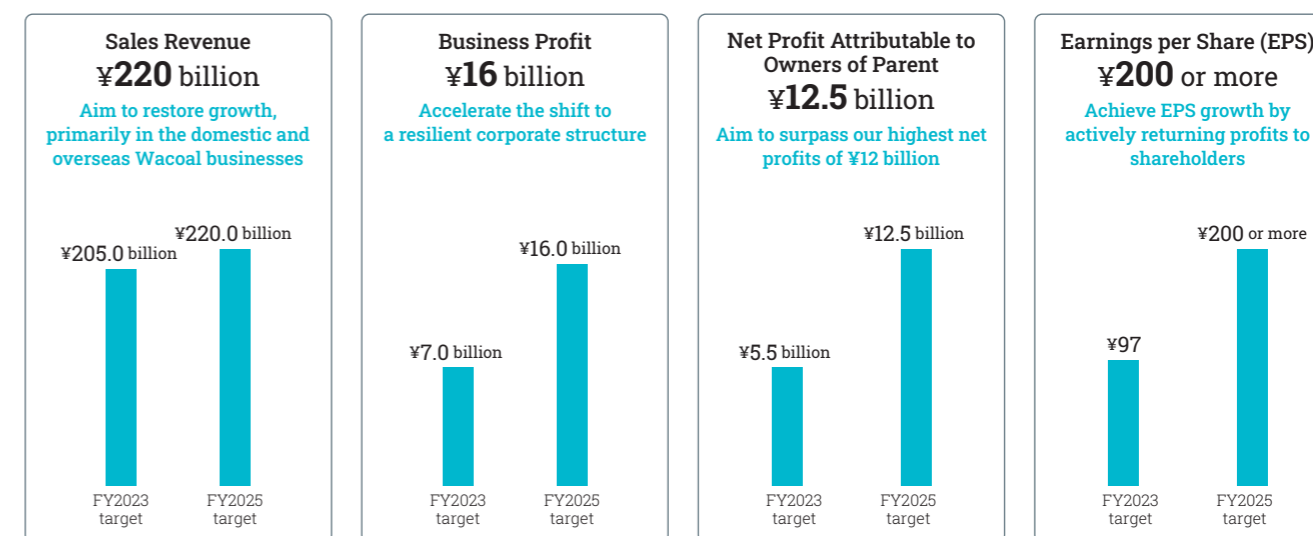


Core Management Strategies

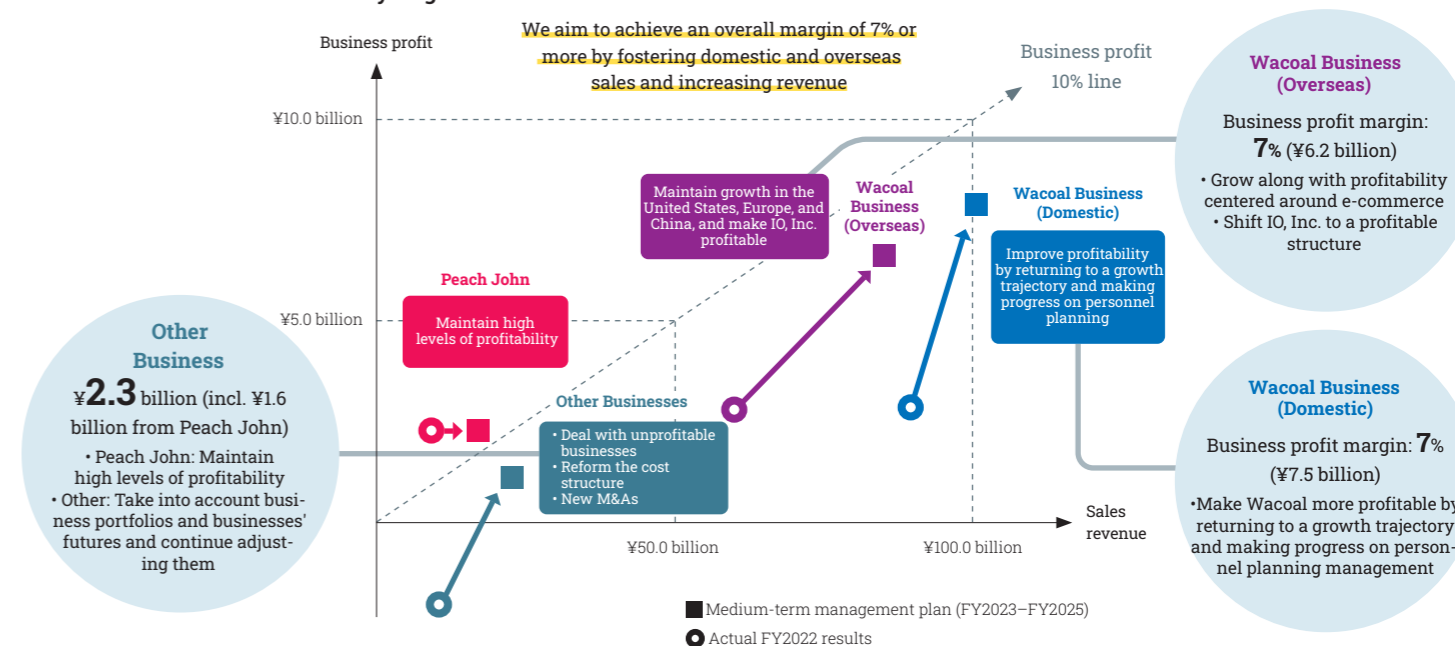
The domestic business will increase sales and become highly profitable by continuing to move forward with its customer experience strategy and to implement structural reforms. Meanwhile, the overseas business will ensure strong growth by accelerating digital transformation in countries and regions where the Group has a well-established presence while stepping up the development of markets with significant growth potential, such as Germany and India. We also aim to strengthen Group management capabilities. To this end, we will continue efforts to improve the efficiency of production bases, thereby building a system that can adapt to dramatic changes in the business environment. In conjunction with these initiatives, we will continue to strengthen our governance capabilities so that we can steadily advance our growth strategy and achieve targeted results. The Group will also develop and acquire personnel who can create new value. In addition, by shifting to more capital-efficient business management, we will cement our management foundations. Through the aforementioned initiatives, we will advance sustainability-driven management that both tackles social issues and achieves sustained growth.

Domestic Businesses Shift to a Resilient Corporate Structure	<p>Wacoal</p> <ul style="list-style-type: none"> Promote customer experience strategy and marketing innovation (Achieve regrowth) Continue reforming the cost structure (Improve profitability) <p>Domestic Subsidiaries</p> <ul style="list-style-type: none"> Deal with unprofitable businesses (Improve profitability) 	→ P52-
Overseas Businesses Accelerate Global Growth	<ul style="list-style-type: none"> Increase customer experience value by combining our online and offline operations Acquire new customers via stronger digital marketing Increase loyalty of existing customers by utilizing data and strengthening customer relationship management 	→ P56-
Sustainability Promote Efforts That Address Material Issues	<ul style="list-style-type: none"> Put the WACOAL Way into practice and enhance competitiveness to augment human capital and bolster the organization's capabilities Strengthen responses to increasingly severe human rights and environmental issues Promote innovation based on co-creation to generate social value 	-
Financial Affairs Generate ROE That Exceeds Capital Cost	<ul style="list-style-type: none"> Improve profitability and capital efficiency Increase the transparency of corporate governance Eliminate serious compliance violations 	→ .60-

Medium-Term Management Plan Targets



Business Profit Plans by Segment



Financial Indicators

	FY2023 plan (First year of medium-term management plan)	FY2025 plan (Final year of medium-term management plan)	3-year total
Operating profit	¥6.5 billion	¥16.5 billion	-
ROE	-	6.0%	-
Reduction in strategic shareholdings	-	-	¥10.0 billion or more
Dividends per share	¥80	-	-
Total dividends	-	-	About ¥20.0 billion
Share buybacks (FY2023 implementation)	¥10.0 billion	-	¥10.0 billion
Growth investments or additional returns (Share buybacks)	-	-	¥20.0–¥30.0 billion
Investments in existing businesses	¥6.0 billion–¥7.0 billion	¥6.0 billion–¥7.0 billion	About ¥20.0 billion