

Fiscal Year Ending March 31, 2021

Third Quarter

Financial Results Presentation

[U.S. Accounting Standards]

January 29, 2021
Wacoal Holdings Corp.

Matters Related to Business Segment Changes, etc.

Since the current consolidated cumulative first quarter, information on Ai Co., Ltd., which had previously been included in our “Wacoal Business (Domestic)” segment, and “Peach John Business” segment, has been included in our “Other” segment following review of certain management classification of performance within our group.

In addition, for the current consolidated cumulative second quarter, we have changed our “Peach John Business” to be presented as a separate operating segment, which had been included in our “Other” segment, because it satisfied the quantitative criteria during the current consolidated cumulative second quarter.

Outline of business segment changes

【Previous segment】

Wacoal Business (Japan)	Wacoal Corp., Wacoal Holdings Corp., Other sales companies, Distribution company, Apparel Manufacturing Companies etc. Ai
Wacoal Business (Overseas)	
Peach John Business	
Other Businesses (Lecien, Nanasai etc.)	

【Since the current consolidated cumulative first quarter】

Wacoal Business (Japan)	
Wacoal Business (Overseas)	
Other	Peach John Business
	Lecien, Nanasai, Ai etc.

【Since the current consolidated cumulative second quarter】

Wacoal Business (Japan)	
Wacoal Business (Overseas)	
Peach John Business	
Other (Lecien, Nanasai, Ai etc.)	

Being opposite the quarter last year suffering from a post tax hike demand decline, IO Inc. and Peach John demonstrated growth, and sales were roughly the same on a YoY basis

In addition to improving the sales profit ratio, each company also made efforts to reduce costs, resulting in a significant increase in profits

- **Net sales: YoY -2% (PJ +19%, US +7%, Wacoal +3%, China +1%, Europe -16%, Others -33%)**
- **Operating income: YoY +¥2.4 billion (Wacoal (Japan) +¥1.3 billion, Wacoal (overseas) +¥600 million, PJ+¥500 million)**

Net sales

¥41.7 billion YoY -¥800 million (-2%), vs revised plan +¥1.5 billion (+4%)

- In Japan, our own EC platform performed well (+56%). Physical stores sales slowed from the second half of November onward as the number of COVID-19 cases increased
- Overseas, EC growth in the US was a driver. In Europe, the reimposition of lockdown measures in the UK and other major EU countries negatively impacted sales
- Peach John's EC platform maintained high growth due to successful product planning and sales promotion measures
- Operations in both Japan and overseas, as well as Peach John, outperformed carefully constructed sales plans

Operating income

¥2.7 billion YoY +¥2.4 billion (+776%), vs revised plan +¥3.2 billion

- In addition to improving the sales profit ratio, (56.6%, YoY+1.0pt), efforts were made to reduce costs and results significantly exceeded those from the same period last year
(Excluding special factors such as subsidies included in the cost of sales, the sales profit ratio was 56.2% (+0.6pt))
- Real operating income excluding subsidies and the impact of temporary leave during the third quarter was ¥2.1 billion (impact of ¥600 million in the third quarter period)
- In addition to an increase in profit due to sales exceeding plan (+4%) and the sales profit ratio exceeding plan (+2.2pt), a reduction in SG&A expenses also helped increased profit significantly

FY2021 3Q (Oct – Dec): Sales and Operating Income for Business Segments and Major Subsidiaries

Note: For China only, Jul-Sep

Note: Items for other subsidiaries and account settlement adjustments are not shown

- **Sluggishness continues for Lecien, Nanasai, and Ai due to changes in the business environment caused by COVID-19**
- **Wacoal, the US, and PJ increased their profits significantly due to high EC growth and cost reduction efforts**

	Consolidated net sales					Operating income					(Millions of yen)	
	FY2020 3Q	FY2021 3Q		Year on Year	Compared to the revised plan	FY2020 3Q	FY2021 3Q		Year on Year	Compared to the revised plan		3Q comment
	results	results	revised plan			results	results	revised plan				
Wholesale Business Div.	18,305	19,561	18,778	+1,256	+783	2,376	3,830	3,125	+1,454	+705	• Department stores -9%, directly managed stores -13%	
Retail and WEB Business Dept.	6,442	6,863	6,975	+421	-112	645	686	621	+41	+65		• Mass retailers: Wacoal +6%, Wing +5%
Others				+0	+0				+0	+0		
Wacoal	23,383	24,096	23,250	+713	+846	-64	1,566	285	+1,630	+1,281	• High growth maintained for own EC (+56%)	
Intersegment transactions, etc. eliminations				+0	+0				+0	+0	• Increased sales and profits due to being opposite the decline after the tax hike in the previous year	
Wacoal Business (Japan)	25,110	25,904	24,869	+794	+1,035	839	2,095	387	+1,256	+1,708		
Wacoal America, Inc.	4,013	4,279	3,911	+266	+368	-668	-136	-188	+532	+52	• US Wacoal own EC +46%, IO Inc. +62%	
Wacoal Europe Ltd.	2,882	2,429	2,414	-453	+15	82	73	-227	-9	+300	• Europe: Physical stores slumped due to reemergence of COVID-19 infections	
Wacoal China Co., Ltd.	2,204	2,216	2,286	+12	-70	-19	74	-25	+93	+99	• China: About the same as last year (Department stores +2%, EC -1%)	
Intersegment transactions, etc. eliminations				+0	+0				+0	+0		
Wacoal Business (Overseas)	10,857	10,143	9,595	-714	+548	-396	204	-633	+600	+837	• PJ: Growth for own EC business (+43%)	
Peach John Business	2,399	2,855	2,590	+456	+265	72	568	54	+496	+514	• Lecien: Innerwear business struggling (-20%)	
Lecien (Japan)	1,378	1,006	1,146	-372	-140	-34	52	-87	+86	+139	• Nanasai: Construction business slumping (-56%)	
Nanasai	1,886	1,114	1,265	-772	-151	-10	-96	-177	-86	+81	• Ai: Underwear business about the same as last year, swimwear slumping	
Ai	485	360	421	-125	-61	-137	-138	-124	-1	-14		
Intersegment transactions, etc. eliminations				+0	+0				+0	+0		
Other Businesses	4,215	2,844	3,191	-1,371	-347	-209	-187	-284	+22	+97		
Total	42,581	41,746	40,245	-835	+1,501	306	2,680	-476	+2,374	+3,156		

EC Composition Ratio for Major Business Operations During 3Q Accounting Period (calculated vs sales)

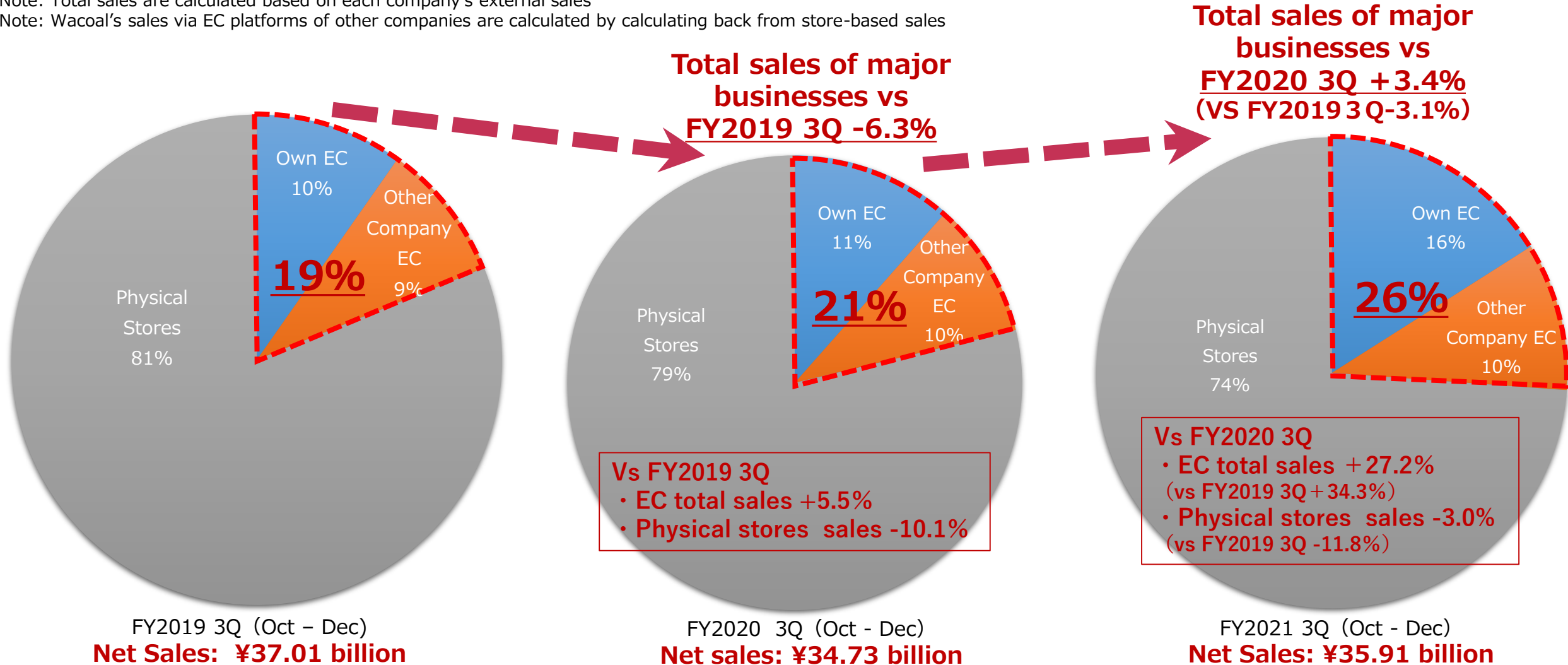
- For the major businesses, strengthened EC operations realized high growth (total EC sales +27.2%), making up for shortfalls at physical stores
- The EC composition ratio for major businesses increased 7 points from FY2019 3Q to 26%

Note: Target companies: Wacoal, Peach John, Wacoal Europe Ltd., Wacoal China Co., Ltd., Wacoal International (Wacoal America, IO Inc.)

Note: The exchange rates used for FY2021 3Q (1USD=¥106.11, 1GBP=¥136.24, 1RMB=¥15.37円)

Note: Total sales are calculated based on each company's external sales

Note: Wacoal's sales via EC platforms of other companies are calculated by calculating back from store-based sales



Channel Composition Ratio Trends for Wacoal Corp. (Japan) During 3Q Accounting Period (calculated vs store-based sales)

- **Store-based sales for 3Q were about the same as 3Q last year, which had seen a drop after the tax increase (vs FY2019 3Q -11%)**
- **The EC composition ratio (including catalog sales) increased 7 points from FY2019 3Q to 22%**

Note: Store-based sales are an aggregate of channels/vendors for which information can be garnered

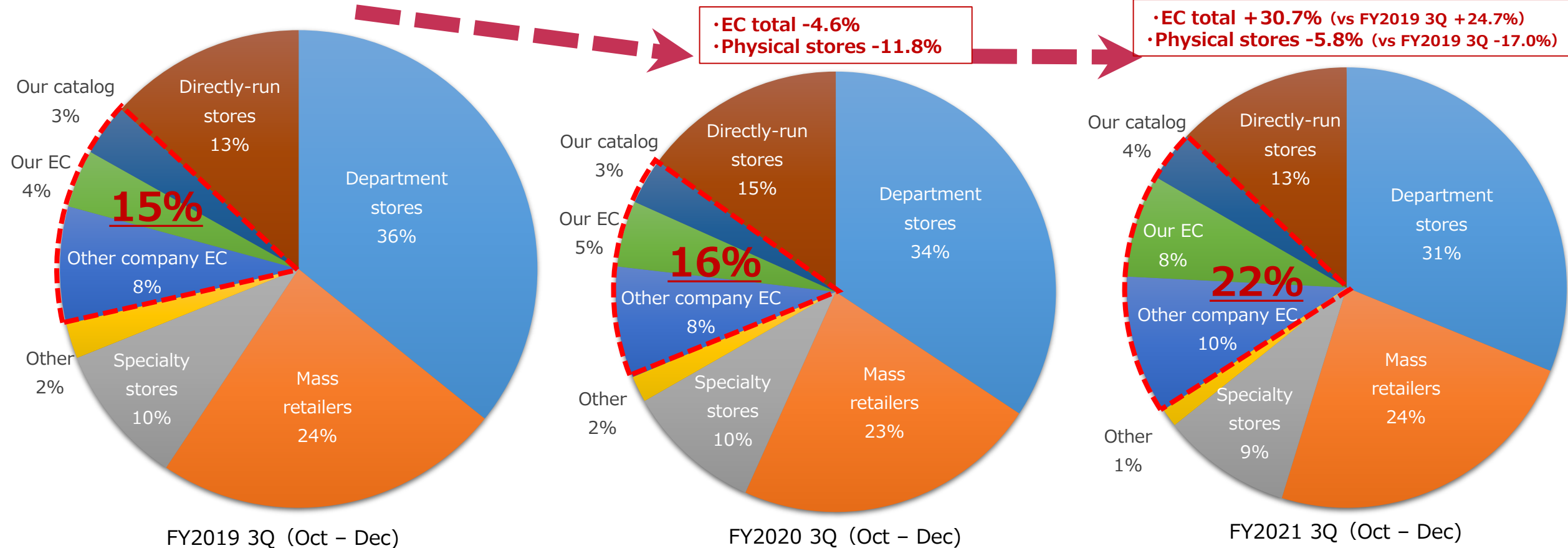
Note: It is not the channel composition ratio for delivery amounts

**Store-based sales in major channels
Vs FY2019 3Q -10.7%**

**Store-based sales in major channels
Vs FY2020 3Q +0.2% (vs FY2019 3Q -10.6%)**

•EC total -4.6%
•Physical stores -11.8%

•EC total +30.7% (vs FY2019 3Q +24.7%)
•Physical stores -5.8% (vs FY2019 3Q -17.0%)



With temporary store closures and people refraining from going out due to COVID-19, the number of people visiting stores subsequently decreased, leading to a decline in sales

However, despite a significant decline in sales, through cost reductions, the utilization of employment adjustment subsidies, etc., and increased profits from Peach John, profitability was secured

- Net sales: -20% (Wacoal -21%, US -10%, Europe -29%, China -22%, Peach John +10%)
- Due to cost reductions and exceeding the sales profit ratio plan, the operating profit plan was exceeded by a significant margin

Net sales

¥114.9 billion YoY -¥29.1 billion (-20%) vs revised plan +¥1.5 billion (+1%)

- Although EC maintained high growth, sales at physical stores dropped due to temporary closures, etc., causing a decline in sales at Wacoal (Japan/overseas) and other businesses
- For Peach John, product planning that captured customers needs and promotional measures were successful, and EC achieved high growth
- Revised plan forecast achieved (vs revised plan +1%)

Operating income

¥4 billion YoY -¥5.8 billion (-60%) vs revised plan +¥3.2 billion

- With cost cuts and government support such as employment adjustment subsidies contributing, profitability was secured
- Due to increased sales, Peach John's profit rose significantly (YoY +¥1.5 billion, an 861% increase)
- As a result of exceeding the sales profit ratio plan and additional cost reductions, the operating profit plan was exceeded by a significant margin (vs plan details on P.12~13)

Income before taxes

¥10.9 billion YoY -¥4.8 billion (-31%) vs revised plan +¥8.9 billion

- A net valuation gain of ¥5.7 billion was recorded on securities and investments (a net valuation gain of ¥4.5 billion was recorded for the same period last year)

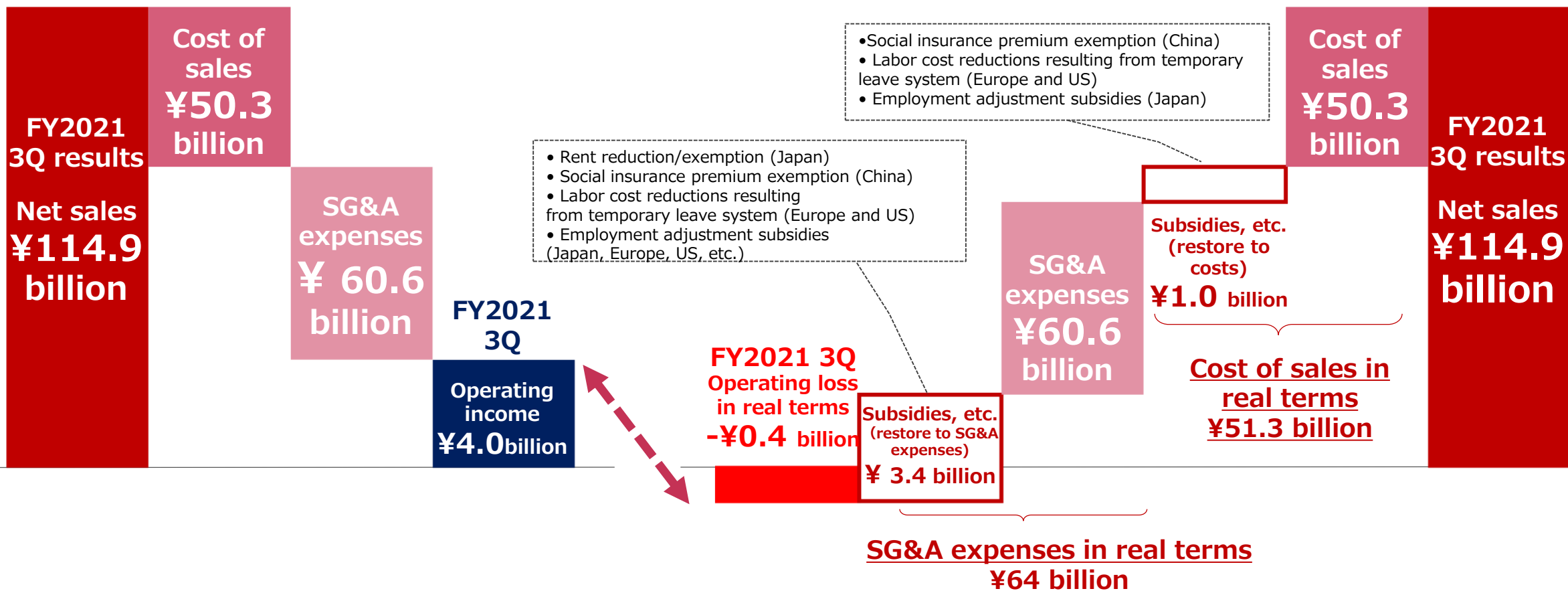
FY2021 3Q (Oct - Dec): Operating Loss in Real Terms

➤ **Operating loss in real terms excluding employment adjustment subsidies, etc. was – ¥400 million (loss)**

The total amount of reductions from employment adjustment subsidies and the temporary leave system, etc. was ¥4.4 billion (1H: ¥3.8 billion, 3Q ¥600 million)

FY2021 3Q results

FY2021 3Q results (in real terms)



FY2021 3Q Cumulative (Apr – Dec): SG&A Expense Reductions

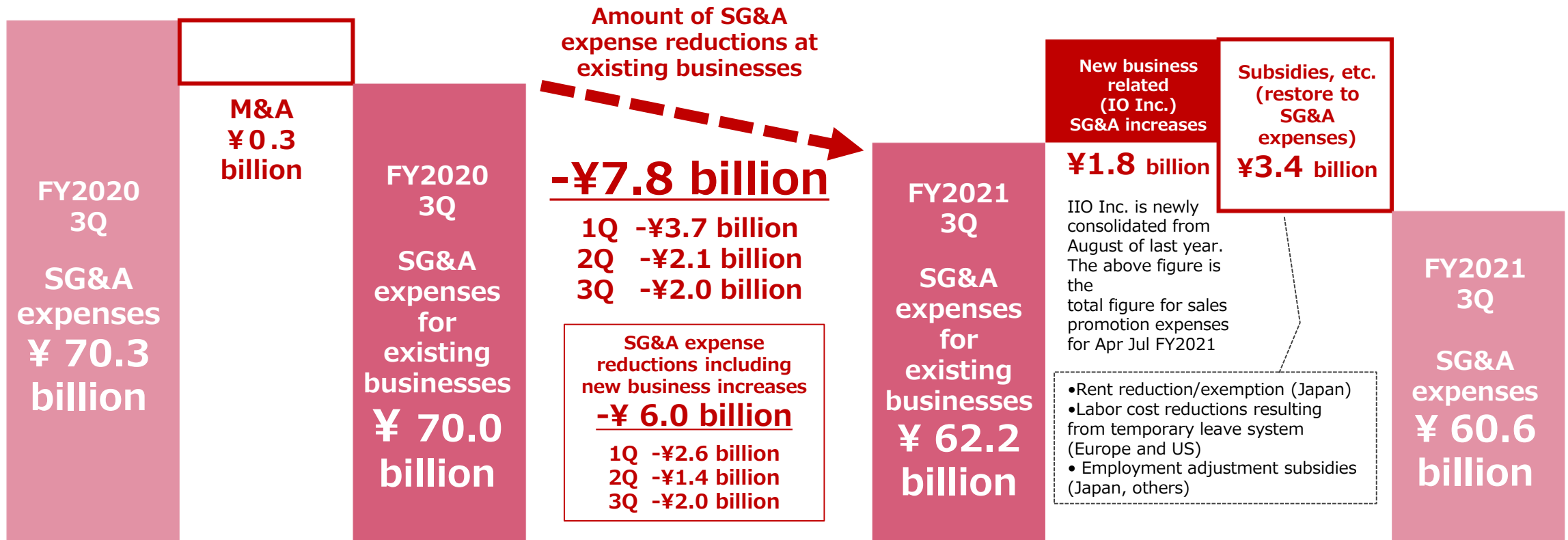
➤ Cumulative 3Q SG&A expense reduction total for existing businesses, -¥7.8 billion (11% reduction)

- Labor costs -¥2.0 billion, general expenses -¥5.8 billion
- Total reduction in 3Q was ¥2.0 billion

(It is estimated that the amount that can be continuously improved upon going forward is about ¥1 billion)

FY2020 3Q SG&A expenses
(in real terms)

FY2021 3Q SG&A expenses
(in real terms)

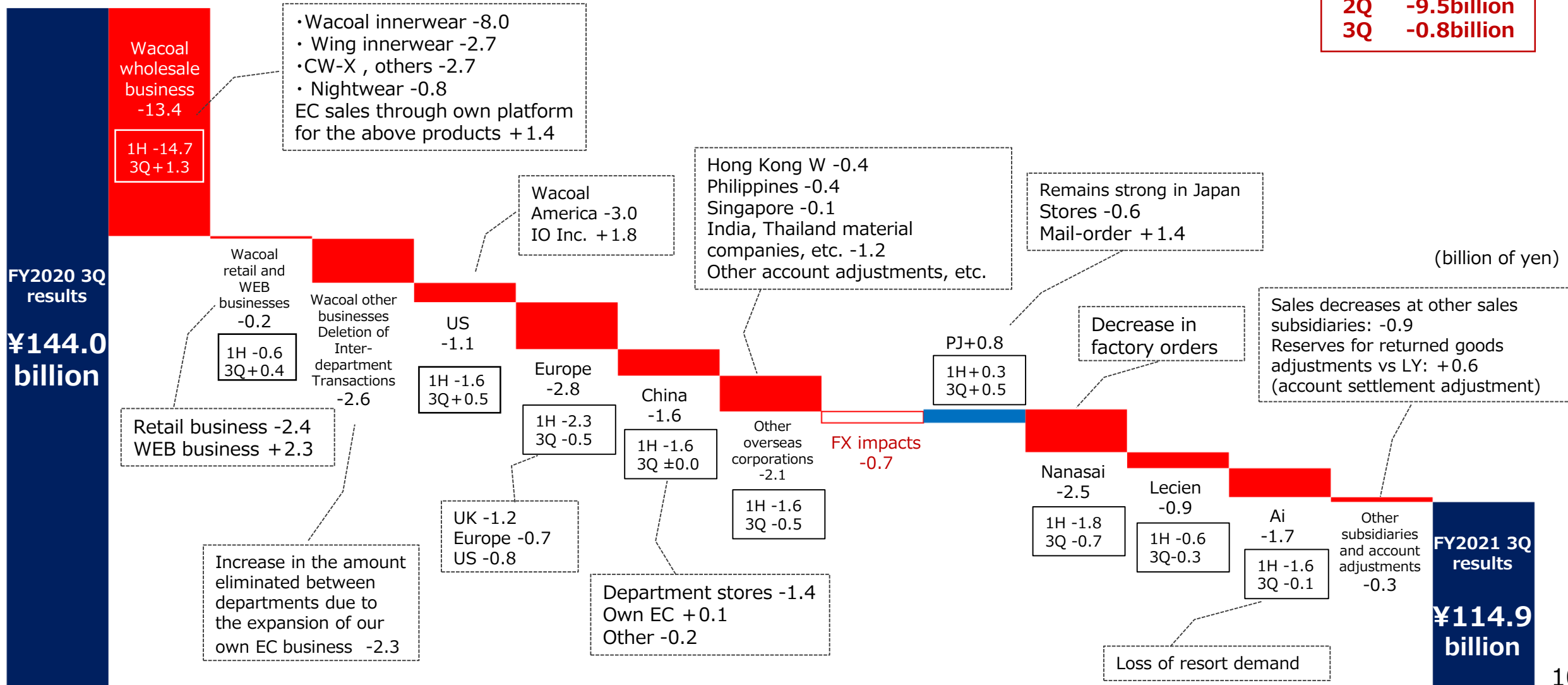


FY2021 3Q Cumulative (Apr-Dec): YoY Increase/Decrease in Net Sales

Note: For China only, Jan-Sep

➤ **Net sales: down ¥29.1 billion**
 (of that, the effect of currency exchange accounted for about ¥700 million)

Quarterly sales (Year on Year)	
1Q	-18.8billion
2Q	-9.5billion
3Q	-0.8billion



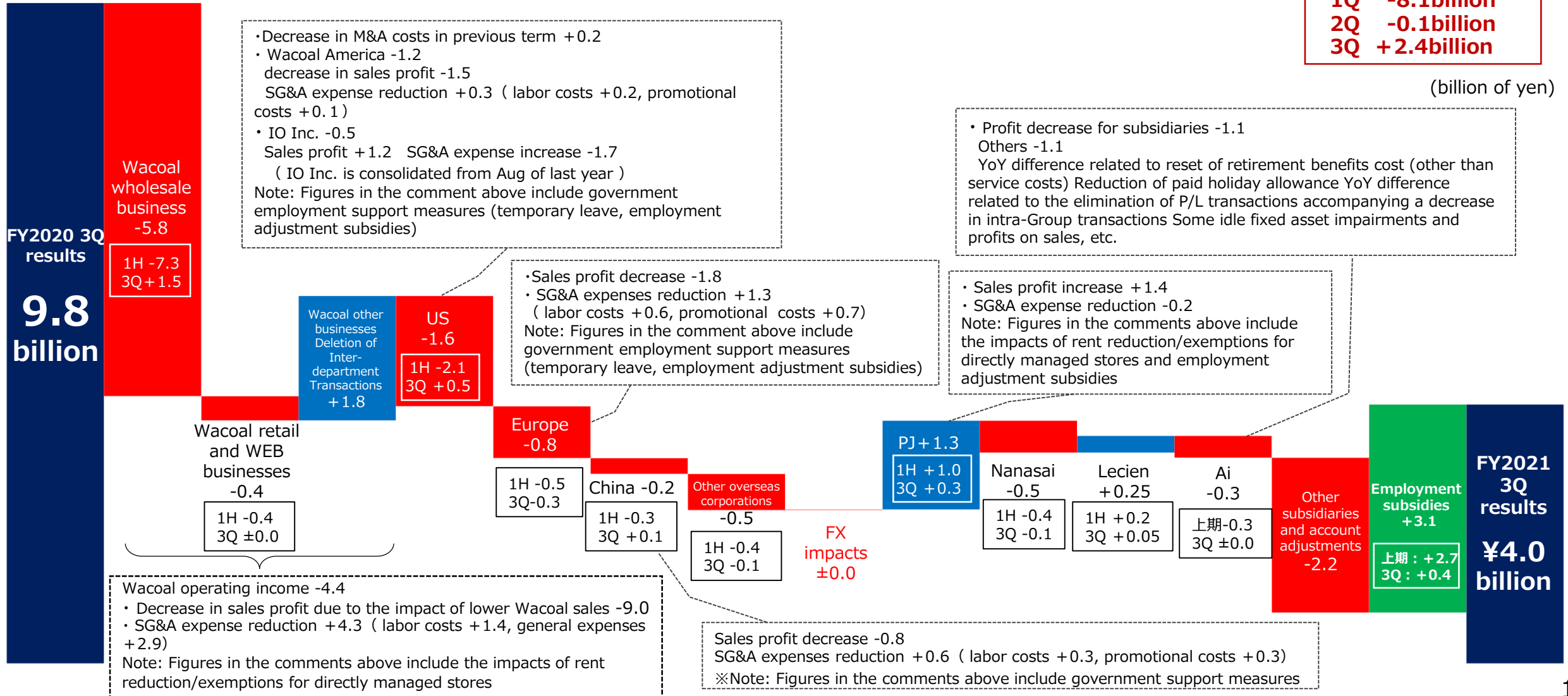
FY2021 3Q Cumulative (Apr-Dec): YoY Increase/Decrease in Operating Income

Note: For China only, Jan-Sep

➤ Operating income: down ¥5.8 billion (in real terms, a drop of ¥10.4 billion)

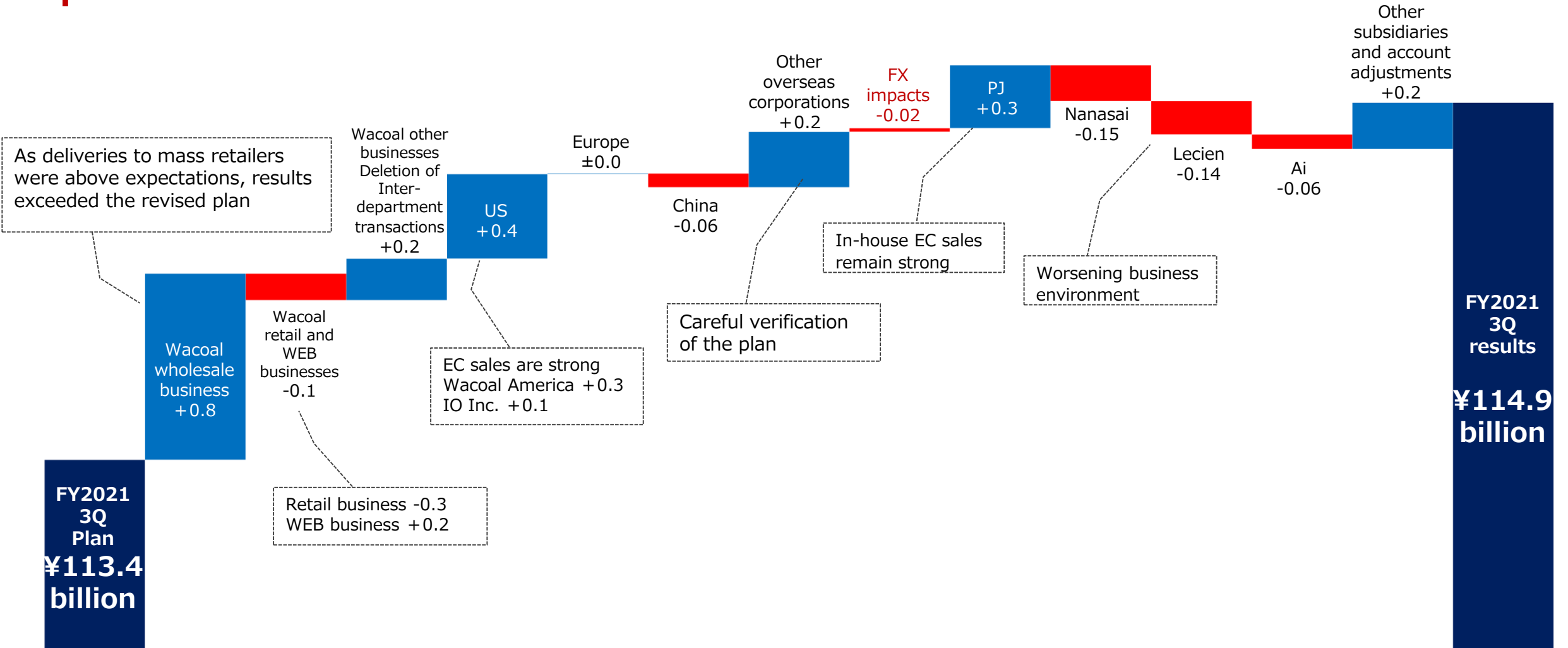
Quarterly operating income (Year on Year)
1Q -8.1billion
2Q -0.1billion
3Q +2.4billion

(billion of yen)



- **Net sales: ¥1.5 billion in excess of revised plan**
- **Wacoal wholesale business, US, and Peach John all outperformed revised plan**

(billion of yen)

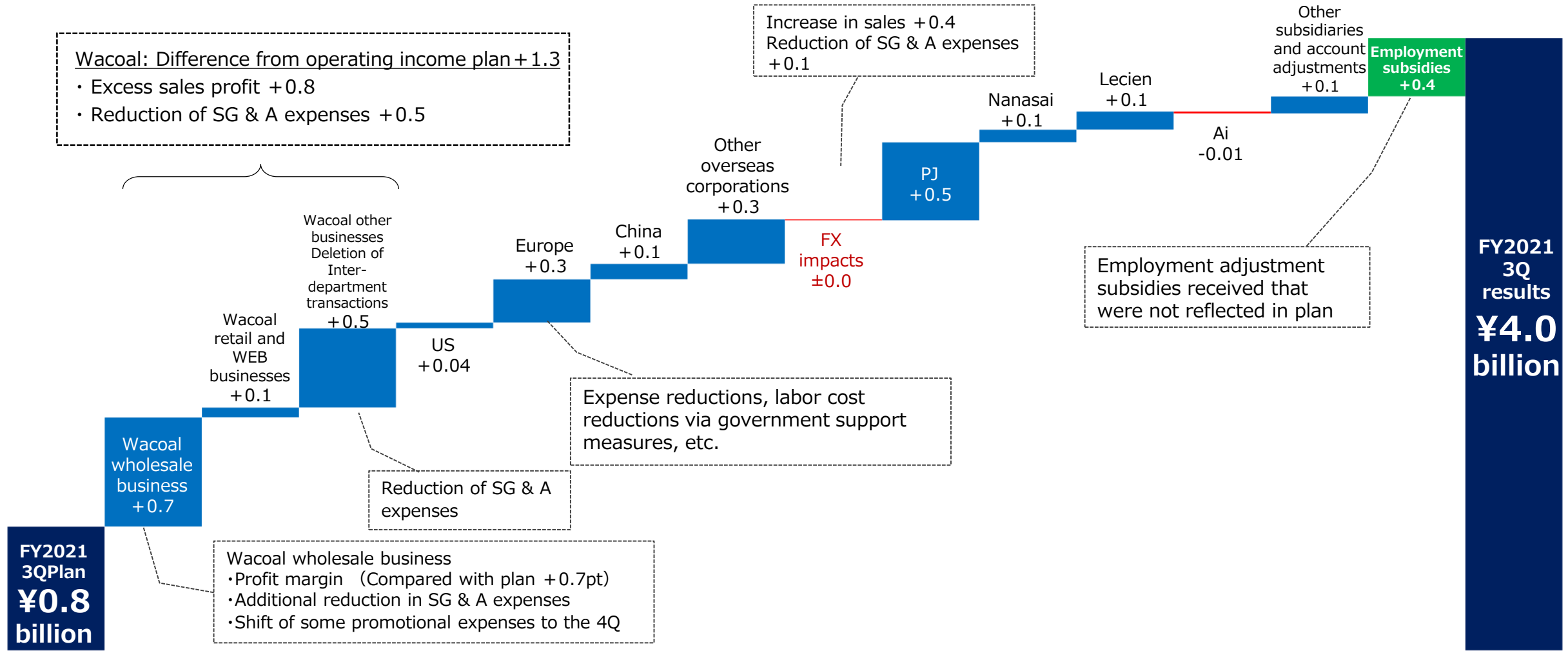


FY2021 3Q Cumulative (Apr-Dec) Operating Income Achievement vs Revised Plan

Note: For China only, Jan-Sep

- **Operating Income: ¥3.2 billion in excess of revised plan**
(employment subsidy plan difference +¥400 million. Note: not estimated in revised plan)
- **Almost all businesses outperformed plans**

(billion of yen)



FY2021 3Q Cumulative (Apr-Dec): Financial Results Overview

[Exchange rate]

USD	GBP	CNY
106.11yen	136.24yen	15.37yen

(millions of yen)

	FY2020 3Q results		FY2021 3Q results		FY2021 3Q revised plan		Year on Year		Compared to the revised plan	
		% Of sales		% Of sales		% Of sales	Change	% Change	Change	% Change
Consolidated net sales	144,031	—	114,901	—	113,400	—	-29,130	- 20.2%	1,501	+1.3%
Cost of Sales	63,915	44.4	50,279	43.8	50,500	44.5	-13,636	- 21.3%	-221	- 0.4%
Sales profit	80,116	55.6	64,622	56.2	62,900	55.5	-15,494	- 19.3%	1,722	+2.7%
S, G&A Expenses	70,315	48.8	60,666	52.8	62,100	54.8	-9,649	- 13.7%	-1,434	- 2.3%
Operating Income	9,801	6.8	3,956	3.4	800	0.7	-5,845	- 59.6%	3,156	+394.5%
Other income (expenses)	1,382	—	1,192	—	1,200	—	-190	- 13.7%	-8	- 0.7%
A:Valuation gain (loss) on marketable securities and investments – net	4,486	—	5,725	—	0	—	1,239	+27.6%	5,725	—
Income before taxes	15,669	10.9	10,873	9.5	2,000	1.8	-4,796	- 30.6%	8,873	+443.7%
Net income attributable to Wacoal Holdings Corp.	11,014	7.6	4,972	4.3	650	0.6	-6,042	- 54.9%	4,322	+664.9%

Reference figure:

Income before income taxes and equity in net income of affiliated companies not taking into

11,183

7.8

5,148

4.5

2,000

1.8

-6,035

- 54.0%

3,148

+157.4%

FY2021 3Q Cumulative (Apr-Dec): Financial Results Summary (by segment)

[Exchange rate]

USD	GBP	CNY
106.11yen	136.24yen	15.37yen

(millions of yen)

	FY2020 3 Q results		FY2021 3 Q results		FY2021 3 Q revised plan		Year on Year		Compared to the revised plan	
		ratio		ratio		ratio	Change	% Change	Change	% Change
Wacoal Business (Japan)	82,872	57.5	66,935	58.3	65,900	58.1	- 15,937	- 19.2%	1,035	+1.6%
Wacoal Business (Overseas)	38,110	26.5	29,848	26.0	29,300	25.8	- 8,262	- 21.7%	548	+1.9%
Peach John Business	7,865	5.5	8,665	7.5	8,400	7.4	800	+10.2%	265	+3.2%
Other Businesses	15,184	10.5	9,453	8.2	9,800	8.6	- 5,731	- 37.7%	- 347	- 3.5%
Consolidated net sales	144,031	100	114,901	100	113,400	100	- 29,130	- 20.2%	1,501	+1.3%

	FY2020 3 Q results		FY2021 3 Q results		FY2021 3 Q revised plan		Year on Year		Compared to the revised plan	
		% Of sales		% Of sales		% Of sales	Change	% Change	Change	% Change
Wacoal Business (Japan)	7,113	8.6	3,008	4.5	1,300	2.0	- 4,105	- 57.7%	1,708	+131.4%
Wacoal Business (Overseas)	2,627	6.9	-83	-	-920	-	- 2,710	-	837	-
Peach John Business	168	2.1	1,614	18.6	1,100	13.1	1,446	+860.7%	514	+46.7%
Other Businesses	-107	-	-583	-	-680	-	- 476	-	97	-
Operating Income (loss)	9,801	6.8	3,956	3.4	800	0.7	- 5,845	- 59.6%	3,156	+394.5%

FY2021 3Q Cumulative (Apr-Dec): Reporting by Segment [Wacoal Business (Japan)]

The impact of decreased sales in 1H was large, and though sales and profits declined, the company's strategically strengthened EC business achieved high growth (+63%)

Net sales → **¥66.9 billion** YoY -¥15.9 billion (-19%) vs revised plan +¥1 billion (+2%)

- Sales declined due to a significant drop in store sales during 1H because of temporary closures, etc. Store sales slowed again from late November onward
- As deliveries to mass retailers were above expectations, results exceeded the revised plan

Operating income → **¥3 billion** YoY -¥4.1 billion (-58%) vs revised plan +¥1.7 billion

- By reducing costs and exceeding a conservatively constructed sales profit ratio plan, results came in above plan

(millions of yen)

	FY2020 3Q results		FY2021 3Q results		FY2021 3Q revised plan		Year on Year	Compared to the revised plan	comment
		ratio		ratio		ratio	Change	Change	
Wholesale Bussines Div.	63,488	76.6	50,044	74.8	49,261	74.8	- 13,444	783	■ Even after store reopened they struggled as the number of customers visiting urban center stores decreased Store-based net sales: Department stores -31%, directly managed stores -25%, mass retailers W -18%, WI -17% ■ Own EC: Growth was achieved due to the benefits of demand from people staying at home and store customers coming online (+63%) - As a result of the above, Wacoal net sales were YoY -21%, vs revised plan +¥850 million
Retail and WEB Business Dept.	19,499	23.5	19,338	28.9	19,450	29.5	- 161	- 112	
Others	- 4,238	-	- 6,836	-	- 7,011	-	- 2,598	175	
Wacoal	78,749	95.0	62,546	93.4	61,700	93.6	- 16,203	846	■ Though sales at other subsidiaries declined, financial results adjustments (reserves for returned goods adjustments vs LY) provided a boost - As a result of the above, Wacoal (Japan) net sales were YoY -19.2%, vs revised plan +¥1.04 billion
Intersegment transactions, etc. eliminations	4,123	5.0	4,389	6.6	4,200	6.4	266	189	
Net sales	82,872	100.0	66,935	100.0	65,900	100.0	- 15,937	1,035	
		% Of sales		% Of sales		% Of sales	Change	Change	

Wholesale Bussines Div.	12,956	20.4	7,122	14.2	6,417	13.0	- 5,834	705	■ Wholesale business: Through additional cost cutting and exceeding a conservatively constructed sales profit ratio plan, results came in above plan ■ Though directly managed stores performed below plan, EC outperformed. As a result, the plan was exceeded by a total of ¥70 million ■ Results of reducing SG&A expenses in back-office departments - A decline in sales significantly decreased profits. Conversely, due to cost reductions and exceeding the sales plan, profit exceeded the revised plan by a significant margin
Retail and WEB Business Dept.	2,034	10.4	1,674	8.7	1,609	8.3	- 360	65	
Others	- 10,063	-	- 8,215	-	- 8,726	-	1,848	511	
Wacoal	4,927	6.3	581	0.9	- 700	-1.1	- 4,346	1,281	■ Government support measures such as employment adjustment subsidies contributed - As a result of the above, though Wacoal (Japan) operating income declined, results exceeded the revised plan
Intersegment transactions, etc. eliminations	2,186	53.0	2,427	55.3	2,000	47.6	241	427	
Operating income (loss)	7,113	8.6	3,008	4.5	1,300	2.0	- 4,105	1,708	

FY2021 3Q Cumulative (Apr-Dec): Reporting by Segment [Wacoal Business (Overseas)]

With contributions from Wacoal US's EC business and IO Inc.'s high growth, results exceeded the revised plan (US Wacoal EC +57%, IO Inc. +243%)

Note: previous term results for IO Inc. are calculated from Aug to Dec

Net sales

¥29.8 billion YoY -¥8.3 billion (-22%) vs revised plan +¥500 million (+2%)

- Europe was greatly affected by the prolonged COVID-19 situation and remains sluggish (3Q period: UK -9% Europe -25%)

Operating loss

-¥100 million YoY -¥2.7 billion vs revised plan +¥800 million

- Cost cutting efforts continued, as did the utilization of government support measures. Results exceed a carefully revised plan.

(millions of yen)

	FY2020 3Q results		FY2021 3Q results		FY2021 3Q revised plan		Year on Year	Compared to the revised plan	comment
		ratio		ratio		ratio	Change	Change	
Wacoal International Corp. (U.S.)	14,241	37.4	12,790	42.9	12,422	43.0	-1,451	368	■ US: Own EC performing well (+57%) ■ IO Inc.: An increase in new customers due to proactive advertising investment contributed ■ Europe: Lockdowns accompany the spread of COVID-19 significantly impacted physical store sales ■ China: EC performed well, stores are on a recovery trend due a decrease in infections ■ Businesses in the Asian region that have not developed EC channels struggled. Thai material company deliveries were sluggish due to client inactivity -As a result of the above, Wacoal business (overseas) net sales decreased by 21.7%
Wacoal Europe Ltd.	9,875	25.9	7,027	23.5	7,012	24.3	-2,848	15	
Wacoal China Co., Ltd.	8,288	21.7	6,502	21.8	6,572	22.7	-1,786	-70	
Intersegment transactions, etc. eliminations	5,706	15.0	3,529	11.8	3,294	11.4	-2,177	235	
Net Sales	38,110	100.0	29,848	100.0	29,300	101.4	-8,262	548	
		% Of sales		% Of sales		% Of sales	Change	Change	
Wacoal International Corp. (U.S.)	479	3.4	-1,051	-	-1,103	-	-1,530	52	■ US: Proactive advertising investment directed toward IO Inc. growth continued ■ Europe: In addition to expense reductions, government support measures etc. were utilized and profitability secured ■ China: In addition to expense reductions, government support measures etc. were utilized and profitability secured ■ Due to additional government support measures, etc., results exceeded the revised plan -As a result of the above, the Wacoal business (overseas) recorded an operating loss of ¥100 million, a deficit that was smaller than the plan
Wacoal Europe Ltd.	750	7.6	212	3.0	-88	-	-538	300	
Wacoal China Co., Ltd.	733	8.8	483	7.4	384	5.8	-250	99	
Intersegment transactions, etc. eliminations	665	-	273	7.7	-113	-	-392	386	
Operating income (loss)	2,627	6.9	-83	-	-920	-	-2,710	837	

FY2021 3Q Cumulative (Apr-Dec): Reporting by Segment [Peach John Business (Other)]

Peach John: Due to marketing measures and product planning in line with needs, PJ's EC business experienced high growth

Net sales → **¥8.7 billion** YoY +¥800 million (+10%)
Vs revised plan +¥300 million (+3%)

Operating income → **¥1.6 billion** YoY +¥1.4 billion (+861%)
Vs revised plan +¥500 million (+47%)

Others: Lecien, Nanasai, and Ai were all sluggish due to worsening business environments. The breadth of the operating loss increased

Net sales → **¥9.5 billion** YoY -¥5.7 billion (-38%)
Vs revised plan -¥300 million

Operating loss → **-¥600 million** YoY -¥500 million
Vs revised plan +¥100 million

(millions of yen)

		FY2020 3Q results		FY2021 3Q results		FY2021 3Q revised plan		Year on Year	Compared to the revised plan	comment
			ratio		ratio		ratio	Change	Change	
Peach John Business	Net Sales	7,865	-	8,665	-	8,400	-	800	265	<ul style="list-style-type: none"> ■ Due to successful marketing activities, own EC and stores performed well ■ In addition to increased revenue, employment adjustment subsidies and rent reductions/exemptions during temporary closures contributed
	Operating income	168	2.1	1,614	18.6	1,100	13.1	1,446	514	
Other	Lecien	4,363	28.7	3,430	36.3	3,570	36.4	-933	-140	<ul style="list-style-type: none"> ■ Lecien: Private brand product sales remained sluggish due to factors such as stock buying restraint implemented by clients ■ Nanasai: The construction business is sluggish due to the cancellation of new store openings and various events because of the spread of COVID-19 infections ■ AI: Slumping due to a decrease in resort demand caused by the spread of COVID-19 ■ Other subsidiaries (temporary staffing agencies, etc.) also saw decreases -As a result of the above, net sales at other businesses decreased
	Nanasai	6,480	42.7	3,949	41.8	4,100	41.8	-2,531	-151	
	Ai	3,083	20.3	1,377	14.6	1,438	14.7	-1,706	-61	
	Intersegment transactions, etc. eliminations	1,258	8.3	697	7.4	692	7.1	-561	5	
	Net Sales	15,184	100.0	9,453	100.0	9,800	100.0	-5,731	-347	
	Lecien	-162	-	149	4.3	10	-	311	139	
	Nanasai	177	2.7	-299	-	-380	-	-476	81	
	Ai	-118	-3.8	-441	-	-427	-	-323	-14	
	Intersegment transactions, etc. eliminations	-4	-0.3	8	-	117	-	12	-109	
Operating income (loss)	-107	-0.7	-583	-	-680	-	-476	97	-As a result of the above, other businesses recorded an operating loss	

There have been no changes to the figures in the full-year consolidated earnings forecast announced on October 31, 2020

With the prolonging of impacts from the spread of COVID-19, the future remains extremely uncertain. Going forward, if it is determined that revisions to earnings forecast are necessary, the new outlook will be promptly disclosed.

Business status in each country/region

Japan	North America	Europe	China (Wacoal China settles accounts at the end of December)
(as of Jan 25) Some stores in areas subject to the state of emergency declaration have shortened operating hours	(as of Jan 22) In principle, open for business Note: stores closed in some areas of Canada	(as of Jan 19) Since January, lockdown measures have been reimposed in major European countries including the UK. Stores are closed in principle (EC continues)	Normal business during 4Q (Reference) Since January, stores are closed in some areas
<u>Jan store-based sales situation</u> (Wacoal Jan 1 – 24) Dept. Stores, Directly run stores: 30~40% drop Mass retailers: 20% drop Own EC: 40~50% increase	<u>Jan store-based sales</u> (US Wacoal Jan 1-24) Dept. stores (physical): 30% drop Dept. stores EC: 40% increase Specialty store EC: 20% increase Own EC: 30% increase	<u>Jan sales forecast</u> (Wacoal Europe) Overall sales decrease of about 30% (store-based sales data not yet available)	<u>4Q net sales</u> YoY -3% (vs plan, -9%) <div style="border: 1px solid red; padding: 5px;"><u>(reference) Jan store-based sales situation</u> (China Wacoal Jan 1-24) Dept. stores: 40% drop Other company EC: YoY about the same</div>

Note: Store operating hours have been shortened in Singapore, Indonesia, and the Philippines. Stores in areas in Malaysia subject to lockdowns are closed.

➤ **Risks not reflected in the plan**

Upside risk	<ul style="list-style-type: none">➤ Recovery of positive consumer behavior in response to early release of lockdown measures and state of emergency declaration➤ Further control of SG&A expenses➤ Changes to earn out considerations	
Downside risk	Shared	<ul style="list-style-type: none">➤ Decrease in sales profit due to decreased sales resulting from prolonged impacts of the infectious disease problem
	Overseas	<ul style="list-style-type: none">➤ Possibility of impairment loss on IO Inc. and Wacoal Europe's intangible fixed assets➤ Changes to earn out considerations

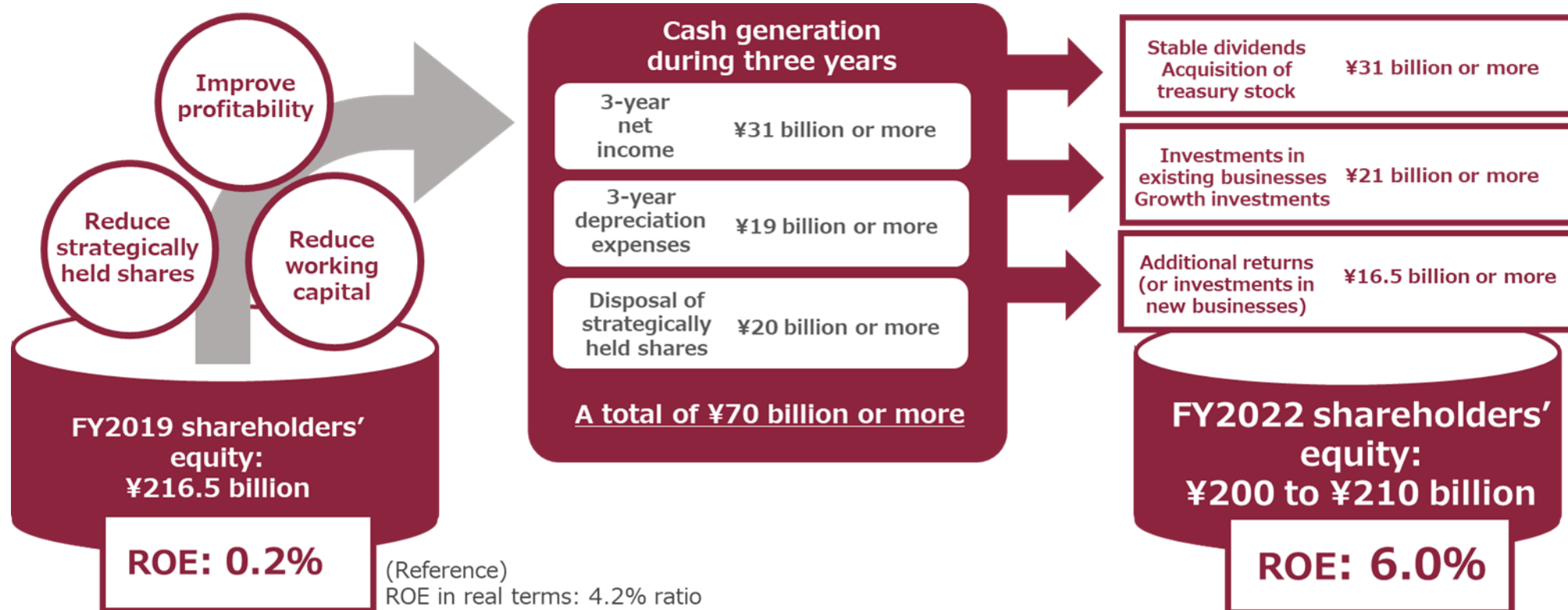
Note: It is necessary to re-evaluate impairment losses based on business performance this fiscal year. Furthermore, even if it is apparent, it does not lead to a decrease in cash flow, so there will be no impact on capital investment and shareholder returns.

Basic Policy for Capital Policy in the Current Medium-Term Management Plan (disclosed June 13, 2019)

Note: In the event of significant fluctuations in business performance or financial demand due to the spread of infectious disease, we will consider reviewing the policy

While prioritizing investment for future growth, we will also strive to enhance shareholder returns

- Achieve ROE of 6% that exceeds the cost of capital
- Maintain a total return ratio of 100%
- Reduce cross-shareholdings (Target: 30% reduction)



Capital Policy and Shareholder Returns

- Total amount of cross-shareholdings sold in the FY2021 3Q cumulative period: **¥900 million** (¥1.3 billion was sold in January)
- Total amount of cross-shareholdings sold during the medium-term management plan period: **¥14.5 billion** (progress rate: 73% Note: including the portion sold in January : 80%)
Note: Both listed at book value as of the end of March 2019

		(Billions of yen)		
		FY2021 3Q total	Medium-Term Management Plan Period (FY2020-FY2022)	Medium-Term Management Plan Period (FY2020-FY2022)
		results	'total	plan
Cash generation	Net income attributable to Wacoal Holdings Corp.★	1.0	7.5	31.0 or more
	depreciation costs	4.6	10.6	19.0 or more
	Sales of strategically-held shares	0.7	16.0	20.0 or more
	total	6.3	34.1	70.0 or more

★Net income was calculated without consideration for valuation gain (loss) on marketable securities and investments.

		(Billions of yen)		
		FY2021 3Q total	Medium-Term Management Plan Period (FY2020-FY2022)	Medium-Term Management Plan Period (FY2020-FY2022)
		results	'total	plan
Used Cash	Growth investment, Capital expenditures	3.9	20.1	68.5 or more ·Dividend/Reasury stock: ¥31billion or more ·Investmen in existing business t/Growth investment: ¥21billion or more ·Additional returns or investment in new business: ¥16.5billion or more
	Dividend payment	1.2	6.2	
	Purchase of treasury stock (Number of shares acquired)	0	7.7	
		0	(2,797 thousand shares)	
	total	5.1	34.0	

		(Billions of yen)	
		Major investments and investment amount in the FY2021 3Q total	
		detail	amount
	IT-related investment ,etc (wacoal)		1.9
	Interior finish work for directly		0.2
	Building renovation, etc (wacoal)		0.5
	Domestic Subsidiaries		0.3
	Overseas Subsidiaries		1.0
	total		3.9

■ Major KPI

		(Billions of yen)		
		FY2021 3Q total	Medium-Term Management Plan Period (FY2020-FY2022)	Medium-Term Management Plan Period (FY2020-FY2022)
		results	'total	plan
Status of sales of strategically-held shares (Wacoal Corp.)	Sale amount	0.9	14.5	20.0
	Progress toward target	5%	73%	
	Number of strategic stocks sold completely	4	16	

Face reality, ascertain future demand, and then boldly implement reform

[Basic policy]

Give top priority to the “health and safety” of customers, employees, and business partners.

(*We recognize that the balance between maintaining such services as trial fitting and consideration of health and safety is especially important.)

[Short-term policy]

Thoroughly reduce costs and ensure the stability of the Company's financial base with the deteriorating business conditions in mind

1. Carry out a bold review of the measures and expenditure plans that have been implemented so far across all business domains
2. Strengthen liquidity on hand in preparation for the prolongation of the infectious disease
3. Adjust production for avoiding excess inventory caused by a decline in sales

[Medium- to long-term policies]

Thoroughly inspect the value chain and implement reforms: A turning point toward a highly profitable management structure

1. Review the current cost structure (Promote initiatives to reduce fixed costs)
2. Accelerate our digital transformation efforts both in Japan and overseas
3. Review and reorganize touch points with customers (to respond to the changes in major channels)
4. Develop products and services that customers expect in new lifestyles, and strengthen our ability to respond to new customer needs and sales styles

Reference1	: Monthly Sales Trends for Major Business Operations (rate of increase/decrease)	P.25
Reference2	: Monthly store-based sales trends by channel for Wacoal (Japan) (rate of increase/decrease)	P.26
Reference3	: Monthly sales trends by channel for major subsidiaries overseas (rate of increase/decrease)	P.27
Reference4	: FY2021 3Q EC Ratios at Major Subsidiaries	P.28
Reference5	: FY2021 3Q EC Ratios at Major Subsidiaries	P.29
Reference6	: FY2021 3Q Overview of Wacoal (1): Net Sales and Operating Income for Major Business Units	P.30
Reference7	: FY2021 3Q Overview of Wacoal (2): Status of Wholesale Business	P.31
Reference8	: FY2021 3Q Overview of Wacoal International (US)	P.32
Reference9	: FY2021 3Q Overview of Wacoal Europe	P.33
Reference10	: FY2021 3Q Cumulative (Jan-Sep) Overview of Wacoal China	P.34
Document11	: FY2021 3Q Overview of other Asian Businesses	P.35
Document12	: FY2021 3Q Overview of Peach John	P.36
Document13	: FY2021 3Q Overview of Domestic Subsidiaries (Lecien, Nanasai, Ai)	P.37
Document14	: FY2021 Full-year Plan Figures (Announced Oct 30)	P.38
Document15	: FY2021 Full-year Plan Figures by Segment (Announced Oct 30)	P.39
Document16	: FY2021 Full-year Plan Figures for Major Subsidiaries (Announce Oct 30)	P.40

Reference 1: Monthly Sales Trends for Major Business Operations (rate of increase/decrease)

- There was a recovery trend after hitting a bottom in Apr/May. However, Wacoal and European sales slowed again due to the spread of COVID-19 in the 3Q period.

	Monthly sales (increase / decrease rate)															
	Jan.	Feb.	Mar.	4Q (China1Q)	Apr.	May	Jun.	1Q (China2Q)	Jul.	Aug.	Sep.	2Q (China3Q)	Oct.	Nov.	Dec.	4Q (China3Q)
Wholesale Business Div.	- 1%	- 3%	- 33%	- 15%	- 72%	- 49%	- 22%	- 48%	- 1%	- 23%	- 30%	- 19%	+9%	+2%	+10%	+7%
Retail and WEB Business Dept.	+5%	+3%	- 8%	+0%	- 43%	- 13%	+17%	- 13%	+6%	+3%	+1%	+3%	+7%	+9%	+4%	+7%
Wacoal	- 1%	- 2%	- 29%	- 12%	- 72%	- 50%	- 16%	- 46%	- 4%	- 20%	- 26%	- 18%	+10%	- 1%	+4%	+5%
Wacoal America, Inc.	+9%	+3%	- 11%	+0%	- 68%	- 55%	- 27%	- 50%	- 9%	- 29%	- 5%	- 15%	- 3%	+9%	+11%	+4%
Wacoal Europe Ltd.	- 10%	+9%	- 40%	- 15%	- 73%	- 55%	- 20%	- 50%	- 24%	- 17%	- 13%	- 19%	- 19%	- 7%	- 15%	- 14%
Wacoal China Co., Ltd.	- 3%	- 81%	- 48%	- 42%	- 37%	+11%	- 5%	- 10%	- 10%	+16%	- 7%	+0%	+13%	- 11%	- 4%	- 3%
Peach John (Japan)	+18%	+21%	- 14%	+7%	- 19%	- 7%	+32%	+3%	+39%	+13%	- 9%	+14%	+14%	+23%	+23%	+20%
Lecien (Japan)	+2%	- 14%	- 15%	- 11%	- 36%	- 29%	- 21%	- 28%	- 12%	- 21%	- 11%	- 15%	- 26%	- 26%	- 31%	- 28%
Nanasai	- 23%	- 8%	- 19%	- 27%	- 44%	- 41%	- 38%	- 41%	- 9%	- 23%	- 57%	- 41%	- 45%	- 47%	- 15%	- 38%
Ai	- 1%	- 8%	- 35%	- 15%	- 84%	- 74%	- 51%	- 66%	- 61%	- 59%	- 38%	- 57%	- 22%	- 25%	- 27%	- 24%

★1 The figure before the transfer of internal expenses. Shows year-on-year changes, including internal sales. □

★2 The figures for Wacoal America only are disclosed. It is not the figures of sales of Wacoal International including Intimates Online Inc.(LIVELY) . □

★3 Wacoal America, Inc., Wacoal Europe Ltd., and Wacoal China Co., Ltd. show year-on-year changes (rates of increase / decrease) on a local currency basis.

Reference 2: Monthly store-based sales trends by channel for Wacoal (Japan) (rate of increase/decrease)

- Our own EC platform maintained high growth. Physical stores are on a recovery trend since bottoming in Apr/May
- Due to the rapid increase in COVID-19 cases in Japan, the number of store visitors dropped sharply from the end of November onward, and store sales struggled

		Monthly store-based sales trends (increase / decrease rate)															
		Jan.	Feb.	Mar.	4Q	Apr.	May	Jun.	1Q	Jul.	Aug.	Sep.	2Q	Oct.	Nov.	Dec.	3Q
Wholesale	Department Stores	-6%	-16%	-41%	-23%	-87%	-73%	-11%	-56%	-20%	-22%	-36%	-27%	+6%	-15%	-15%	-9%
	GMS, Supermarket (Wacoal Brand)	-8%	-12%	-23%	-16%	-71%	-48%	+6%	-36%	-23%	+12%	-42%	-21%	+18%	+16%	-14%	+6%
	GMS, Supermarket (Wing Brand)	-3%	-10%	-20%	-11%	-67%	-40%	+9%	-32%	-21%	-1%	-36%	-21%	+21%	+6%	-8%	+5%
	Specialty Stores (Real store)	-1%	-1%	-28%	-11%	-72%	-61%	-15%	-45%	+10%	+1%	-22%	-4%	-5%	-6%	-4%	-5%
	Sports Chains	-16%	-21%	-50%	-28%	-72%	-62%	-37%	-56%	-35%	-32%	-47%	-38%	-38%	-36%	-29%	-34%
	Third Party EC Sites	-6%	+3%	-5%	-3%	-13%	+23%	+27%	+13%	+6%	+9%	-5%	+3%	+27%	+18%	+30%	+25%
Retail	Directly managed store	+4%	+1%	-12%	-2%	-78%	-61%	+2%	-44%	-1%	-4%	-8%	-4%	+1%	-8%	-15%	-9%
	Wacoal's Own EC Site	+14%	+15%	+21%	+17%	+76%	+106%	+85%	+91%	+42%	+57%	+34%	+44%	+29%	+58%	+79%	+56%
	Catalog mail-order	-9%	-2%	-28%	-13%	-21%	+18%	+3%	-3%	-20%	-48%	-11%	-26%	+2%	+10%	+21%	+9%
Total of monthly store-based sales		-2%	-7%	-24%	-12%	-64%	-44%	+3%	-34%	-9%	-4%	-26%	-14%	+9%	+0%	-5%	+1%

Note: For store-base sales, only actual results for stores where the data can be ascertained are being disclosed

Note: Sales at directly managed stores include our own EC sales for brands deployed at directly managed stores.

Reference 3: Monthly sales trends by channel for major subsidiaries overseas (rate of increase/decrease)

- EC continues to perform well in the US. China's EC is moving up and down depending on the success/failure of promotional events. Europe is struggling due to lockdowns.

		Sales trends by major subsidiary channel (rate of increase / decrease)															
		Jan.	Feb.	Mar.	4Q (China1Q)	Apr.	May	Jun.	1Q (China2Q)	Jul.	Aug.	Sep.	2Q (China3Q)	Oct.	Nov.	Dec.	4Q (China3Q)
Wacoal America, Inc.	Department Stores Real	-2%	-6%	-10%	-6%	-93%	-94%	-61%	-83%	-33%	-54%	-34%	-42%	-25%	-3%	-6%	-14%
	Department Store EC	-3%	+30%	+3%	+9%	-94%	-48%	+25%	-32%	+26%	+27%	+44%	+31%	+14%	+33%	+11%	+19%
	Third Party EC Sites	-10%	+33%	+38%	+19%	-33%	+69%	-5%	+6%	+38%	+17%	+44%	+33%	+39%	+51%	+35%	+42%
	Wacoal's Own EC Site	+57%	+40%	+6%	+35%	+35%	+78%	+80%	+62%	+72%	+47%	+67%	+63%	+37%	+53%	+49%	+46%
	Total	+9%	+3%	-11%	+0%	-68%	-55%	-27%	-50%	-9%	-29%	-5%	-15%	-3%	+9%	+11%	+4%
Wacoal Europe Ltd.	Department	-16%	+23%	-45%	-14%	-92%	-95%	-56%	-83%	-45%	-22%	-25%	-30%	-17%	-36%	-39%	-30%
	Independent (Speciality Store)	-7%	+0%	-44%	-19%	-79%	-53%	-24%	-52%	-32%	-26%	-19%	-26%	-27%	-5%	-8%	-15%
	Third Party EC Sites	-17%	+15%	-22%	-9%	-48%	-41%	-9%	-32%	+4%	-7%	+9%	+1%	+6%	+24%	-26%	+0%
	Total	-10%	+9%	-40%	-15%	-73%	-55%	-20%	-50%	-24%	-17%	-13%	-19%	-19%	-7%	-15%	-14%
Wacoal China Co., Ltd.	Department	+1%	-94%	-66%	-52%	-31%	+8%	-16%	-14%	+1%	+17%	-6%	+2%	+9%	-3%	+7%	+3%
	Third Party EC Sites	-6%	+29%	+19%	+1%	-56%	+92%	+20%	+6%	-23%	+57%	-2%	-1%	+80%	-18%	-29%	-12%
	Total	-3%	-81%	-48%	-42%	-37%	+11%	-5%	-10%	-10%	+16%	-7%	+0%	+13%	-11%	-4%	-3%

★1 The figure before the transfer of internal expenses. Shows year-on-year changes, including internal sales. □

★2 The figures for Wacoal America only are disclosed. It is not the figures of sales of Wacoal International including Intimates Online Inc.(LIVELY) . □

★3 Wacoal America, Inc., Wacoal Europe Ltd., and Wacoal China Co., Ltd. show year-on-year changes (rates of increase / decrease) on a local currency basis.

Reference 4: FY2021 3Q EC Ratios at Major Subsidiaries

(Unit: %)

		1 Q			2 Q			3 Q			tptal		
		Year on Year		Change	Year on Year		Change	Year on Year		Change	Year on Year		Change
		% Change	Change		% Change	Change		% Change	Change		% Change	Change	
Wacoal (Japan)	Own EC channel only	16.4	4.6	+11.8	7.7	4.4	+3.3	8.0	5.2	+2.8	9.7	4.7	+5.0
Peach John(Japan)★	Own EC channel only	74.2	43.7	+30.5	51.2	43.1	+8.1	49.7	42.4	+7.3	57.2	43.1	+14.1
Wacoal America, Inc.	Total of own company and other companies' EC channels	78.4	34.4	+44.0	52.1	30.5	+21.6	47.1	32.7	+14.4	56.6	33.1	+23.5
Wacoal Europe Ltd.	Other companies' EC channel only	30.6	22.5	+8.1	24.0	19.2	+4.8	23.1	19.7	+3.4	21.0	20.5	+0.5
Wacoal China Co., Ltd.	Other companies' EC channel only	32.6	18.7	+13.9	30.5	26.0	+4.5	18.4	18.4	+0.0	26.9	21.2	+5.7

★Note: Peach John (Japan) figures are calculated after excluding sales from exports and EC platforms of other companies.

Reference 5: FY2021 3Q Results for Major Subsidiaries

[Exchange rate]

USD	GBP	CNY
106.11yen	136.24yen	15.37yen

(millions of yen)

		Net Sales							Operating income (loss)						
		FY2020 3Q result	FY2021 3Q result	FY2021 3Q revised plan	Year on Year		Compared to the revised plan		FY2020 3Q result	FY2021 3Q result	FY2021 3Q revised plan	Year on Year		Compared to the revised plan	
					Change	% Change	Change	% Change				Change	% Change	Change	% Change
Wacoal Business (Japan)	Wacoal	78,749	62,546	61,700	-16,203	-20.6%	846	+1.4%	4,927	581	-700	-4,346	-88.2%	1,281	-
	Wacoal International Corp. (U.S.)	14,241	12,790	12,422	-1,451	-10.2%	368	+3.0%	479	-1,051	-1,103	-1,530	-	52	-
Wacoal Business (Overseas)	Wacoal Europe Ltd.	9,875	7,027	7,012	-2,848	-28.8%	15	+0.2%	750	212	-88	-538	-71.7%	300	-
	Wacoal China Co., Ltd.	8,288	6,502	6,572	-1,786	-21.5%	-70	-1.1%	733	483	384	-250	-34.1%	99	+25.8%
Peach John Businesses		7,865	8,665	8,400	800	+10.2%	265	+3.2%	168	1,614	1,100	1,446	+860.7%	514	+46.7%
Other Businesses	Lecien	4,363	3,430	3,570	-933	-21.4%	-140	-3.9%	-162	149	10	311	-	139	-
	Nanasai	6,480	3,949	4,100	-2,531	-39.1%	-151	-3.7%	177	-299	-380	-476	-	81	-
	A i	3,083	1,377	1,438	-1,706	-55.3%	-61	-4.2%	-118	-441	-427	-323	-	-14	-

Major Overseas Subsidiaries (Local Currency Basis)

Wacoal International Corp. (U.S.)	131,044	120,540	117,193	-10,504	-8.0%	3,347	+2.9%	4,406	-9,914	-10,400	-14,320	-	486	-	(USD'000)
Wacoal Europe Ltd.	71,670	51,579	51,558	-20,091	-28.0%	21	+0.0%	5,433	1,559	-646	-3,874	-71.3%	2,205	-	(GBP'000)
Wacoal China Co., Ltd.	521,231	423,008	426,780	-98,223	-18.8%	-3,772	-0.9%	46,145	31,440	25,000	-14,705	-31.9%	6,440	+25.8%	(CNY'000) [

Reference 6: FY2021 3Q Overview of Wacoal (1): Net Sales and Operating Income for Major Business Units

Though our EC business maintained high growth, store sales struggled due to the shrinking range of consumer activities

Net sales **¥62.5 billion** YoY -16.2 billion (-21%) vs revised plan +¥800 million (+1%)

- City center stores struggled due to changes in consumer awareness and behavior, such as avoiding crowds and working-from-home
- Regarding our EC business, products such as the Night Up Bra (brassieres for when sleeping) performed well in response to people staying at home

Operating income **¥600 million** YoY -¥4.3 billion vs revised plan +¥1.3 billion

(Note: because these figures are from before account settlement adjustments, the amount of employment subsidies received is recorded as non-operating income)

- Due to the decrease in net sales, the sales profit amount decreased by -¥8.9 billion, and despite efforts to decrease costs (-¥4.6 billion) profits declined significantly
- For the wholesale business, by exceeding carefully constructed sales/sales profit ratio plans, the revised plan was exceeded by a significant margin

(millions of yen)

	FY2020 3Q result	FY2021 3Q result	FY2021 3Q revised plan	Year on Year		Compared to the revised plan	
				Change	% Change	Change	% Change
Wholesale Business Div.	63,488	50,044	49,261	-13,444	-21.2%	783	+1.6%
Retail and WEB Business Department	19,499	19,338	19,450	-161	-0.8%	-112	-0.6%
Others	-4,238	-6,836	-7,011	-2,598	—	175	—
Net sales total (External customers only)	78,749	62,546	61,700	-16,203	-20.6%	846	+1.4%
Net sales total (Including internal sales)	80,053	63,719	63,000	-16,334	-20.4%	719	+1.1%
Wholesale Business Div.	12,956	7,122	6,417	-5,834	-45.0%	705	+11.0%
Retail and WEB Business Department	2,034	1,674	1,609	-360	-17.7%	65	+4.0%
Others(Intersegment transactions,etc.)	-10,063	-8,215	-8,726	1,848	—	511	—
Wacoal Operating income (loss)	4,927	581	-700	-4,346	-88.2%	1,281	—

Reference 7: FY2021 3Q Overview of Wacoal (2): Status of Wholesale Business

- Being opposite the quarter last year suffering from a post tax hike demand decline, 3Q generally exceeded the same period the previous year
- The number of visitors to city center department stores has not increased, and the “Wacoal” brand struggled as a high-priced brand, etc.

(millions of yen)

		FY2020 3Q total	FY2021 3Q total	Year on Year		1Q	2Q	3Q
				Change	% Change			
Innerwear Business	Wacoal	32,313	24,327	-7,986	-24.7%	-57%	-20%	+5%
	Wing	15,466	12,815	-2,652	-17.1%	-44%	-16%	+11%
Personal Business	Wacoal	4,000	3,114	-886	-22.1%	-33%	-30%	-3%
	Wing	390	428	+38	+9.8%	-6%	+2%	+46%
Family wear Business	Wacoal	2,287	1,703	-585	-25.6%	-48%	-25%	+2%
Good Age Business	Wacoal	1,232	1,005	-226	-18.4%	-41%	-14%	+0%
Hosiery Business	Wacoal	670	333	-338	-50.4%	-62%	-61%	-23%
Men's inner Business	Wacoal	1,581	1,408	-173	-11.0%	-33%	-22%	+31%
Above 3 businesses total		3,483	2,746	-737	-21.2%	-	-	-
Wellness Business	CW-X, Wacoal	3,476	2,080	-1,396	-40.2%	-63%	-45%	-7%
Others		2,072	2,832	-	-	-	-	-
Wholesale Business Div. total		63,488	50,044	-13,444	-21.2%	-48%	-19%	+7%

Reference 8: FY2021 3Q Overview of Wacoal International (US)

IO Inc. maintained high growth. The EC business of Wacoal America, which is deploying brands such as Wacoal and b.tempt'd is also growing

Net sales **¥12.8 billion** YoY -¥1.5 billion (-10%) (Note: YoY change in local currency -8%), vs revised plan +¥400 million (+3%)

- Wacoal America: Physical store channel - 50%, EC channel +29% (Breakdown: Dept. store EC +5%, Specialty store EC +23%, Own EC +57%)
- IO Inc.: \$24 million (reference: same period last year \$7 million (Note: Not subject to consolidation for the April – July period last year))

Operating loss **-¥1.1 billion** YoY -¥1.5 billion (Note: YoY change in local currency -\$14 million), vs revised plan +¥100 million

- Though cost reduction efforts were made and government support measures were utilized, the impact of decreased sales in 1H was large, and profits decreased significantly
- Aiming for early growth of the IO Inc. LIVELY brand, growth-orientated investments continue. Note: local currency base -\$10.4 million (reference: YoY -\$1.8 million)

			1Q	2Q	3Q	total	ratio
Channel	Store	Department store	-83%	-42%	-14%	-50%	42%
		Outlet·Directly Managed Store	-98%	-33%	-2%	-49%	
		Store sales total	-83%	-41%	-14%	-50%	
	EC	Department store EC site	-32%	+31%	+19%	+5%	58%
		Third Party EC site	+6%	+33%	+42%	+23%	
		Wacoal's Own EC Site	+62%	+63%	+46%	+57%	
		EC sales total	+13%	+43%	+35%	+29%	
Area	America	-47%	-12%	+5%	-20%	95%	
	Canada	-85%	-51%	+11%	-49%	2%	
	Other area	-91%	-40%	-16%	-49%	3%	

(USD'000)

	Wacoal America, Inc.	IO
Net sales	98,827	23,967
(Year on Year)	-23%	+241%
Operating profit and loss	541	-10,364
(Year on Year)	-96%	-

Brand	FY2021 1Q	FY2021 2Q	FY2021 3Q	FY2021 3Q total	ratio
WACOAL	-51%	-18%	+1%	-25%	+72%
B.tempt'd	-50%	+9%	+37%	+0%	+7%
CW-X	+41%	+5%	+18%	+22%	+1%
LIVELY	-	+198%	+62%	+243%	+19%

Reference 9: FY2021 3Q Overview of Wacoal Europe

Pronounced concerns remain about the re-emergence of COVID-19 in major countries where business is conducted

Net sales **¥7 billion** YoY -¥2.8 billion (-29%) (Note: YoY change in local currency -28%) **vs revised plan ±¥0 (±0%)**

- Each region was greatly affected by the impact of COVID-19 (UK -35%, N. America -25%, Europe -27%)
- Our own EC channel, started last fiscal year, exceeded plan

Operating income **¥200 million** YoY -¥500 million (Note: YoY change in local currency -£4 million) **vs revised plan + ¥300 million**

- In addition to various expense reductions, governmental support measures were utilized, and profitability was secured (due to the spread of COVID-19, the revised plan was carefully constructed)

			1Q	2Q	3Q	total	ratio
Channel	store	Department store	-83%	-30%	-30%	-48%	16%
		Specialty store	-52%	-26%	-15%	-32%	50%
		Directly Managed Store	+3%	+22%	-6%	+8%	9%
	EC sites	Third party EC site/other	-32%	+1%	+0%	-12%	25%
Brand	Fantasie		-63%	-28%	-16%	-37%	29%
	Freya		-49%	-9%	-29%	-30%	24%
	Goddess		-29%	-8%	+13%	-10%	7%
	Elomi		-42%	-11%	-9%	-21%	26%
	Wacoal		-44%	-27%	-10%	-27%	13%
	B.Tempted		-63%	-21%	-14%	-34%	1%

Area	FY2021 1Q	FY2021 2Q	FY2021 3Q	FY2021 3Q total	ratio
UK	-65%	-25%	-9%	-35%	31%
Europe	-41%	-16%	-25%	-27%	25%
North America	-44%	-12%	-18%	-25%	32%
other	-38%	-23%	-6%	-21%	12%

Reference 10: FY2021 3Q Cumulative (Jan-Sep) Overview of Wacoal China

Although the Wacoal brand performed well, sales of the Peach John brand in China were sluggish

Net sales **¥6.5 billion** YoY -¥1.8 billion (-22%) (Note: YoY change in local currency -19%) vs revised plan -¥100 million

- Recovering from the impact of the spread of COVID-19
- Targeting millennials, sales of the AMPHI brand, which launched last year, remained strong. Salute is also recovering

Operating income **¥500 million** YoY -¥300 million (Note: YoY change in local currency -32%) vs revised plan +¥100 million

- In addition to various expense reductions, governmental support measures were utilized, and profitability was maintained

		1Q	2Q	3Q	total	ratio
Channel	Department store	-52%	-14%	+2%	-24%	72%
	Third party EC site	+1%	+6%	-1%	+3%	28%
Brand	Wacoal	-41%	-9%	+1%	-18%	84%
	Salute	-50%	+0%	+22%	-14%	9%
	LA ROSABELLE	+0%	+0%	+0%	+0%	0%
	ANPHI	+278%	+183%	+26%	+124%	1%
	Peach John	-47%	-22%	+31%	-33%	6%

As the spread of COVID-19 continues, Asian businesses where EC development is delayed (other than China) were sluggish

Net sales

¥3.5 billion YoY -¥2.2 billion (-38%) vs revised plan +¥200 million

- Hong Kong: Struggled due to store closures and a decrease in tourists due to the spread of COVID-19
- Singapore, Philippines: As these businesses have yet to develop EC, the impact of physical store closures was large, and sales were down YoY
- India recovered in 3Q due to the resumption of business for EC operators and the start of new dealings with department stores
- Thai material companies (A Tech, G Tech) slumped due to reduced orders resulting from clients' sluggish sales

Operating income

¥300 million YoY -¥400 million vs revised plan +¥400 million

- Though each company worked to reduce expenses and government support measures were utilized, these efforts could not absorb the impact of declining sales, resulting in a decrease in profits (the revised plan was exceeded)

	FY2020				FY2021			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	total
Wacoal Hong Kong	-24%	+23%	-49%	-16%	-37%	-26%	-20%	-24%
Singapore	+2%	-13%	+8%	-18%	-83%	+1%	-11%	-30%
Philippines	+15%	-24%	+37%	-29%	-88%	-59%	-30%	-59%
India	+57%	+113%	+75%	+71%	-86%	-45%	+89%	-5%

Document 12: FY2021 3Q Overview of Peach John

Due to product planning that met customer needs and marketing activities that generated topicality, high growth centered around EC was maintained

Net sales **¥8.7 billion** YoY +¥800 million (+10%) vs revised plan +¥300 million (+3%)

- Growth due to a significant increase in new customers to our EC platform was achieved
- In 3Q, the store business also contributed due to an improved purchase rate among customers

Operating income **¥1.6 billion** YoY +¥1.4 billion (+861%) vs revised plan +¥500 million (+47%)

- Along with the effect of increased sales, the sales profit ratio improved, and rent reductions/exemptions accompanying temporary store closures etc., also contributed

		1Q	2Q	3Q	total	ratio
Japan	Mail-order	+68%	+34%	+43%	+48%	57%
	Store	-54%	-4%	+6%	-17%	43%

		1Q	2Q	3Q	total
Overseas ★	Hong Kong	-53%	-11%	-8%	-19%
	Taiwan (stores + EC)	-12%	+1%	+7%	-3%
	Shanghai·Beijing etc (Directly Managed Store)	-62%	-46%	-24%	-42%
	Shanghai·Beijing etc (Third party EC site)	-44%	-12%	-16%	-24%
	Shanghai·Beijing etc total	-50%	-24%	-24%	-30%

★Change rate based on local currency. The rate of increase or decrease in sales at retail stores and EC sites in each region.
(The figures for "Shanghai·Beijing etc" are from January to September.)

Document 13: FY2021 3Q Overview of Domestic Subsidiaries (Lecien, Nanasai, Ai)

Lecien:

Despite sluggish sales due to client inventory controls etc., business withdrawals implemented last FY were effective and profitability was achieved

Net sales	¥3.4 billion	YoY -¥900 million (-21%) Vs revised plan -¥100 million (-4%)
Operating income	¥100 million	YoY +¥300 million Vs revised plan +¥100 million

	1Q	2Q	3Q	total	ratio
Innerwear	-25%	-5%	-20%	-16%	79%
Embroidery	+2%	+14%	+28%	+14%	10%
Lace	-54%	-56%	-68%	-60%	11%

Nanasai:

Construction orders decreased significantly due to clients postponing and reviewing new store openings because of the spread of COVID-19

Net sales	¥3.9 billion	YoY -¥2.5 billion (-39%) Vs revised plan -¥200 million (-4%)
Operating loss	-¥300 million	YoY -¥500 million Vs revised plan +¥100 million

	1Q	2Q	3Q	total	ratio
Rental and lease	-43%	-26%	-23%	-31%	25%
Production sales	-39%	-10%	-6%	-19%	22%
Construction	-41%	-50%	-56%	-49%	53%

Ai:

Demand for resort wear dropped significantly as a result of beach closures and decreased summer travel due to the spread of COVID-19

Net sales	¥1.4 billion	YoY -¥1.7 billion (-55%) Vs revised plan -¥100 million (-4%)
Operating loss	-¥400 million	YoY -¥300 million Vs revised plan ±¥0

	1Q	2Q	3Q	total	ratio
Resort wear	-80%	-70%	-60%	-72%	45%
Innerwear	-37%	+0%	+0%	-12%	55%

Document 14: FY2021 Full-year Plan Figures (Announced Oct 30)

[Full-year plan exchange rate]

USD	GBP	CNY
106.00yen	136.00 yen	15.40 yen

(millions of yen)

	FY2020 results		FY2021 initial plan (Announced on July 31, 2020)				FY2021 revised plan (Announced on October 30, 2020)			
			% Of sales	% Of sales	Year on Year		% Of sales	Year on Year		
					Change	% Change		Change	% Change	
Consolidated net sales	186,760	–	158,000	–	-28,760	- 15.4%	156,000		-30,760	- 16.5%
Cost of Sales	84,959	45.5	74,600	47.2	-10,359	- 12.2%	70,820	45.4	-14,139	- 16.6%
Sales profit	101,801	54.5	83,400	52.8	-18,401	- 18.1%	85,180	54.6	-16,621	- 16.3%
SG&A Expenses	94,696	50.7	88,400	55.9	-6,296	- 6.6%	86,180	55.2	-8,516	- 9.0%
Impairment charges on goodwill and other intangible assets	473	–	0	–	-473	–	0	–	-473	–
Operating Income (loss)	6,632	3.6	-5,000	–	-11,632	–	-1,000	–	-7,632	–
Other income (expenses)	1,487	–	1,300	–	-187	- 12.6%	1,370	–	-117	- 7.9%
Valuation gain (loss) on marketable securities and investments – net	-3,760	–	0	–	3,760	–	-70	–	3,690	–
Income before taxes (loss)	4,359	2.3	-3,700	–	-8,059	–	300	0.2	-4,059	- 93.1%
Net income attributable (loss) to Wacoal Holdings Corp.	3,472	1.9	-3,700	–	-7,172	–	-500	–	-3,972	–

USD	GBP	CNY
106.00yen	136.00 yen	15.40 yen

(millions of yen)

	FY2020 results★		FY2021 initial plan (Announced on July 31, 2020)				FY2021 revised plan (Announced on October 30, 2020)			
	ratio	ratio	Year on Year		ratio	Year on Year				
			Change	% Change		Change	% Change			
Wacoal Business (Japan)	106,112	56.8	92,000	58.2	-14,112	- 13.3%	89,500	57.4	-16,612	- 15.7%
Wacoal Business (Overseas)	50,552	27.1	41,500	26.3	-9,052	- 17.9%	42,000	26.9	-8,552	- 16.9%
Peach John Businesses	10,480	5.6	10,140	6.4	-340	- 3.2%	11,030	7.1	550	+5.2%
Other Businesses	19,616	10.5	14,360	9.1	-5,256	- 26.8%	13,470	8.6	-6,146	- 31.3%
Net Sales	186,760	100	158,000	100	-28,760	- 15.4%	156,000	100	-30,760	- 16.5%

	FY2020 results★		FY2021 initial plan (Announced on July 31, 2020)				FY2021 revised plan (Announced on October 30, 2020)			
	% Of sales	% Of sales	Year on Year		% Of sales	Year on Year				
			Change	% Change		Change	% Change			
Wacoal Business (Japan)	6,083	5.7	-2,100	-	-8,183	-	-110	-	-6,193	-
Wacoal Business (Overseas)	1,493	3.0	-1,800	-	-3,293	-	-870	-	-2,363	-
Peach John Businesses	-351	-	150	-	501	-	960	8.7	1,311	-
Other Businesses	-593	-	-1,250	-	-657	-	-980	-	-387	-
Operating income (loss)	6,632	3.6	-5,000	-	-11,632	-	-1,000	-	-7,632	-

★Due to segment changes, the actual results for FY2020 have been revised, but the number are provisional.

Document 16: FY2021 Full-year Plan Figures for Major Subsidiaries (Announce Oct 30)

[Full-year plan exchange rate]

USD	GBP	CNY
106.00yen	136.00 yen	15.40 yen

(millions of yen)

		Net Sales							Operating income (loss)								
		FY2020 results	Announced on July 31, 2020				Announced on October 30, 2020			FY2020 results	Announced on July 31, 2020				Announced on October 30, 2020		
			FY2021 initial plan				FY2021 revised plan				FY2021 initial plan				FY2021 revised plan		
			Year on Year		Change		% Change		Change		% Change	Year on Year		Change	% Change	Year on Year	
Change	% Change	Change	% Change	Change	% Change	Change	% Change										
Wacoal Business (Japan)	Wacoal	99,224	86,500	- 12,724	- 12.8%	83,732	- 15,492	- 15.6%	3,140	- 3,300	- 6,440	-	- 1,630	- 4,770	-		
Wacoal Business (Overseas)	Wacoal International Corp. (U.S.)	19,194	17,856	- 1,338	- 7.0%	17,686	- 1,508	- 7.9%	401	- 972	- 1,373	-	- 954	- 1,355	-		
	Wacoal Europe Ltd.	12,988	9,391	- 3,597	- 27.7%	10,148	- 2,840	- 21.9%	1,007	- 261	- 1,268	-	218	- 789	- 78.4%		
	Wacoal China Co., Ltd.	11,081	9,522	- 1,559	- 14.1%	9,588	- 1,493	- 13.5%	923	444	- 479	- 51.9%	555	- 368	- 39.9%		
Peach John Businesses		10,480	10,140	- 340	- 3.2%	11,030	550	+5.2%	- 351	150	501	-	960	1,311	-		
Other Businesses	Lecien	5,760	4,570	- 1,190	- 20.7%	4,880	- 880	- 15.3%	- 478	- 10	468	-	- 20	458	-		
	Nanasai	8,718	6,570	- 2,148	- 24.6%	5,700	- 3,018	- 34.6%	218	- 493	- 711	-	- 400	- 618	-		
	A i	3,597	2,240	- 1,357	- 37.7%	1,901	- 1,696	- 47.2%	- 269	- 490	- 221	-	- 586	- 317	-		

Major Overseas Subsidiaries (Local Currency Basis)

Wacoal International Corp. (U.S.)	176,508	165,336	- 11,172	- 6.3%	166,850	- 9,658	- 5.5%	3,694	- 9,000	- 12,694	-	- 9,000	- 12,694	-	(USD'000)
Wacoal Europe Ltd.	93,954	70,079	- 23,875	- 25.4%	74,619	- 19,335	- 20.6%	7,290	- 1,940	- 9,230	-	1,596	- 5,694	- 78.1%	(GBP'000)
Wacoal China Co., Ltd.	702,223	622,367	- 79,856	- 11.4%	622,567	- 79,656	- 11.3%	58,468	29,000	- 29,468	- 50.4%	36,000	- 22,468	- 38.4%	(CNY'000)

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