

## A Message from the Chairman



**“Contributing to society by helping women to express their beauty,”  
Wacoal will pass on this unchanging mission to the next generation.**



Koichi Tsukamoto, my father, established Wacoal 70 years ago, in 1949. At the time, the Japanese public was transitioning from Japanese to Western apparel. Moreover, the economy was growing and, as a result, women were developing a greater interest in beauty and fashion. Against this historical backdrop, we established Western innerwear for women as a new industry in Japan and made *helping women to express their beauty* our mission.

Soon after its founding, the Company set out “Global Wacoal” as an ambitious management goal. Based on an extremely long-term viewpoint, this management goal, which we refer to as the “decade-by-decade 50-year plan,” was partitioned into five 10-year phases. From the initial Developing the Domestic Market phase in the 1950s, we progressed steadily through to the final “Global Wacoal” phase in the 1990s. The Company laid the foundations for a “Global Wacoal” by developing unique overseas businesses rooted in local markets. For example, in 1970 we established bases in South Korea, Thailand, and Taiwan. Subsequently, we made forays into the United States, China, and other markets in the 1980s.

Nonetheless, our journey toward becoming a global company continues. Recently, we renewed our target profile to ensure that we pass on our unchanging mission to the next generation and continue to take on ambitious initiatives.

At present, digital and IT technologies are driving the Fourth Industrial Revolution. To sustain its progress, the Wacoal Group must pursue reforms that surpass this revolution in terms of speed and dynamism. To this end, I believe that my role is to foster a corporate culture in which changing, stopping, and beginning are commonplace matters. In this way, I want all employees to embrace change and to maintain a strong appetite for challenges. At the same time, I will concentrate efforts on developing the next generation of business leaders so that they can inherit and pass on the aspirations and mind-set of our founder.

With an attitude that is at once ambitious in terms of not fearing failure and modest in the sense of never resting on our laurels, we will continue to enhance enterprise value while helping to realize a sustainable society.

September 2019

Yoshikata Tsukamoto

Chairman and Representative Director  
Wacoal Holdings Corp.