Value Creation Model

The Future We Want

Delivering "New Comfort" to People Worldwide through Our Unique Technologies

INPUT

Financial Capital
Stable financial standing

Human Capital
People-oriented approach

Manufactured Capital
Pursuit of the highest quality as a technology-oriented company

Intellectual Capital
Broad range of intellectual properties and technologies, from textiles to polymers

Social and Relationship Capital
Sustainable procurement based on harmonious coexistence and coprosperity

Natural Capital
Environmentally friendly products / services

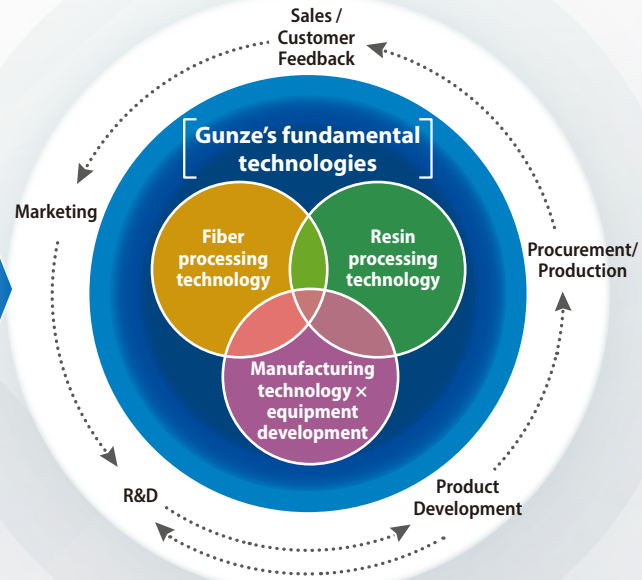
P.06 (At a Glance)

Gunze's DNA
Founding Philosophy
P.14

Gunze's Strengths
P.18

BUSINESS MODEL

A Value Chain that Leverages Technological Capabilities



OUTPUT

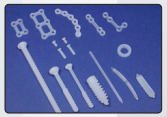
Net Sales
¥130.9 billion

Operating Profit
¥4.8 billion
(Fiscal year ended March 31, 2026)

Functional Solutions Business P.50



Medical Business P.53



Apparel Business P.55



Lifestyle Creations Business P.57



OUTCOME

Social Value

- Providing comfort through products and services
- Manufacturing that considers both people and the planet
- Developing and securing human resources to accelerate global expansion
- Creating ways of working that embrace diversity

Environmental Value

- Realizing a resource-recycling society
- Establishing a model that balances reduced environmental impact with business growth

Economic Value

- Providing stable and consistent shareholder returns
- Enhancing corporate value across the Gunze Group
- Expanding growth investments by improving capital efficiency and profitability

VISION 2030

Materiality P.42
Corporate Governance P.62

Value Co-creation with Multiple Stakeholders
P.59

Shareholders and investors
Environment
Employees
Society
Business partners
Customers