

Gunze's Roadmap for the Future

Drawing on the DNA cultivated over the past 128 years,
we will create together with stakeholders as we look to the future



Gunze's originality as defined by its employees based on the founding philosophy

The Future We Want for Gunze

To ensure that people can live with increased “Comfort Solutions for Life,”
we will play an indispensable role
in creating new value that meets
the needs of society.



The Capital That Supports Our Management Foundation

We will continue to create new value on the back of our three core technological strengths by multiply-
ing and updating our inherent capital.



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A Track Record of Value Creation

Gunze has continued to provide products and services that address social issues and changes in the business environment as a going concern for 128 years.

Founding Philosophy

Striving for harmonious coexistence with all stakeholders surrounding the Company through a people-oriented approach and a commitment to quality.

Corporate Motto

1. Contribute to Society through the Supply of Quality Products

2. Operate with integrity to build strong relationships with our customers and associates

3. Aim at global leader by utilizing youthful energy and creativity

Founder
Tsurukichi Hatano



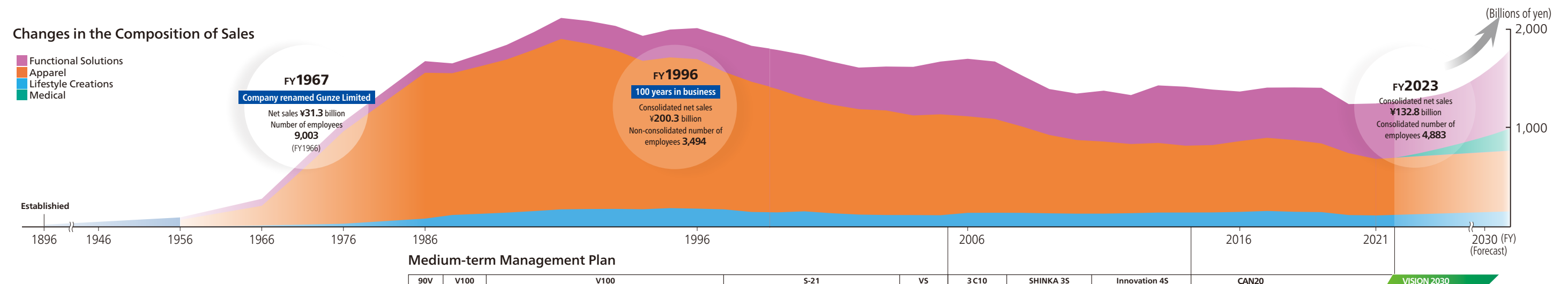
Management Philosophy

The Gunze Group has consistently lived up to the founding philosophy of "Striving for a harmonious coexistence with all stakeholders through a people-oriented approach and a commitment to quality." This philosophy serves as the "warp" threads of our corporate management, while our business operations represent "weft" threads, which serve to meet the expectations of our society sincerely and flexibly. The combination of these "warp" and "weft" threads is how we positively contribute to society.

Brand Statement

Comfort Solutions for Life

Changes in the Composition of Sales



Evolution of the Group's Principal Businesses



Products and services created as solutions to social issues and changes in the business environment

1896~
Establishment of a silk manufacturing company to contribute to the local community through the development of local industry
Experiencing the harsh realities of silk farmers, the heart and soul of the silk industry in Japan, Gunze's founder, Tsurukichi Hatano, was deeply moved to improve the structure of the industry. With his belief that good people make good silk, Hatano dedicated himself to the education of employees to help ensure the high quality of products.

1930~
Improving people's lifestyles through rapid expansion of apparel products (hosiery and knitted innerwear) after the end of WWII
After initiating the manufacture of full-fashion silk stockings as a secondary processed product to replace raw silk, began the production of knitted innerwear soon after the end of World War II. Owing to its superb quality, this new product was quickly recognized as "the nation's innerwear."

1960~
Tackling the challenge as a technology-oriented company through the development of applications for new materials
In addition to entering the plastic film field as a new business, the Company commenced production of packaging films for its own stocking products. Through its functional solutions business, a B2B business for a diversity of applications which includes the engineering plastics field, Gunze is always working to develop new solutions.

1985~
Putting forward rich lifestyle culture proposals through diversified business operations
As consumer preferences and purchasing patterns diversified, Gunze expanded its apparel product lineup to meet a wider range of consumer requirements. These efforts attracted many loyal customers. At the same time, the Company redeveloped the site of its former factory and is creating a new lifestyle culture from each of the clothing and housing perspectives.

2010~
Expanding the functional solutions business
Gunze developed unique new technologies through the fusion of resin and surface processing technologies. Thereafter, the Company has continued to develop and deploy one-of-a-kind, niche products across all of its business, including the plastic film, engineering plastic, and medical fields.

2023~
Creating value by splitting off the medical business as an independent segment and pushing forward under a four business structure
Amid the need to build a business structure that is capable of responding to abrupt changes in the structure of society and the economy as well as calls for corporate management that is conscious of climate change, Gunze will develop products that help create new value and will contribute to the realization of a global sustainable society.

Management Philosophy Preserved Across the Gunze Group

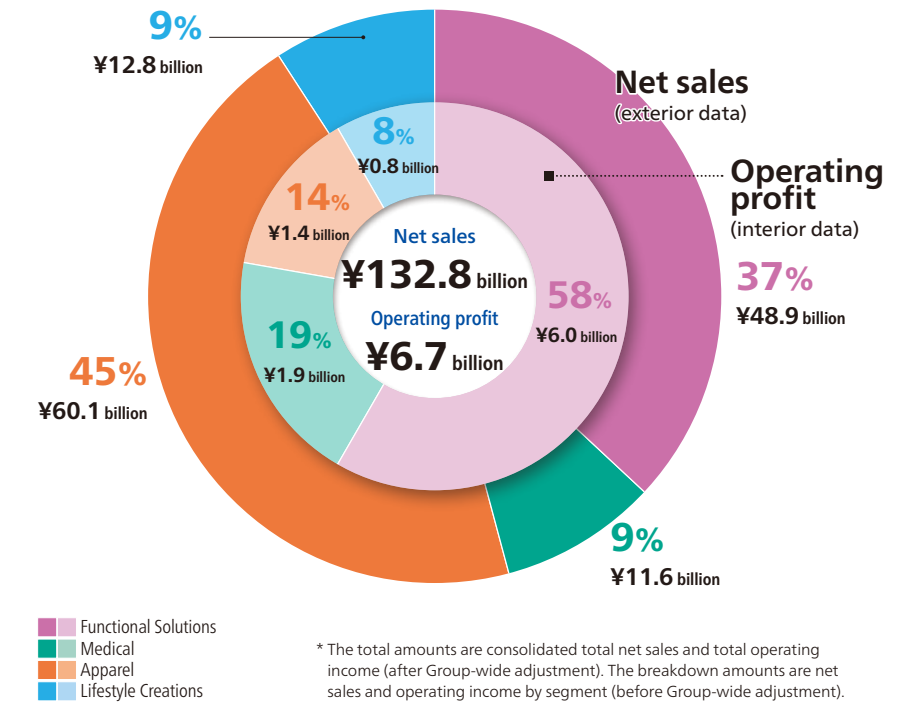
1963	1969	1976	1997	1998	2007	2012	2019	2021	2022
Three Important Character Traits Sincerity, Affection, Modesty	Three Disciplines • Exchange greetings • Keep your personal belongings in order • Participate in cleaning	Corporate Motto	Environmental Charter	Action Guidelines	Gunze Group CSR Policy	Brand Charter	Basic Policy for Plastic Resource Circulation	Gunze Group Sustainable Procurement Guidelines	GUNZE'S HUMAN RIGHTS POLICY

At a Glance/Gunze by the Numbers

(As of March 31, 2024)



Segment composition ratio

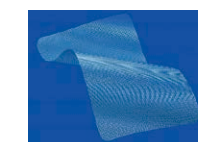


Functional Solutions Business



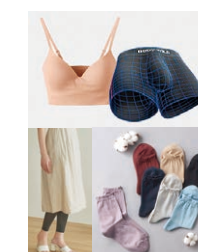
Working through its functional solutions business, the Gunze Group has worked diligently to develop a variety of applications by combining its core resin processing and surface processing technologies. Going forward, energies will be directed toward further expansion through the development of one-of-a-kind products used in a variety of material- and device-related fields, including plastic films, where we develop, manufacture, and sell products that are closely related to daily life, such as beverages, groceries, toiletry products and packaging films, as well as engineering plastics, where we develop, manufacture, and market functional components used in OA equipment and industrial manufacturing processes.

Medical Business



In its medical business, the Gunze Group engages in the manufacture and sale of bioabsorbable medical devices, including surgical suture threads, bone fixation devices, artificial dermis, adhesion barrier sheets as well as other medical devices that employ the technologies developed over many years.

Apparel Business



In a bid to address diversifying needs, the Gunze Group is strengthening its lifestyle proposals in its apparel business as a part of efforts to attract new customers. At the same time, energies are being directed toward inner-wear based on a variety of concepts and legwear products that incorporate both fashion and functionality approaches. In the textile materials field, the Group is also developing a wide range of products, from various sewing threads with new functions and threads for clothing to diverse industrial materials.

Lifestyle Creations Business



In the lifestyle creations business, the Gunze Group is active in real estate-related fields, which include commercial facility management, housing and office building rentals, and energy-saving management, in the sports club field, where the Group provides high-quality services and options that are closely tied to the community, and in the landscaping and greening field, which comprises tree sales that supply trees and seedlings and flower sales that add color to everyday life.

Message from the President

Toshiyasu Saguchi

Representative Director
and President

T. Saguchi

Driving Forward VISION 2030 toward the Realization of a Sustainable Society

Having raised our founding philosophy of a people-oriented approach, a commitment to quality, and harmonious coexistence as our Management Philosophy, the Gunze Group engages in customer-centric business activities. In fact, this approach dates back to the origins of our founding in 1896.

The majority of the large companies in Japan at that time were owner-operator companies led by capitalists like Eiichi Shibusawa, whereas Gunze was primarily funded by small local shareholders and therefore got its start as an enterprise with strong overtones of a public entity. Today, 128 years after our founding, we engage in the four business segments of functional solutions, medical, lifestyle creations, and apparel—the segment for which we are most well-recognized—and have enhanced corporate value through our commitment to quality.

The Gunze Group will create new value toward the future along the “warp” threads of our founding principles, which must remain unchanged, and along the “weft” threads representing our adapting to the shifting needs of the times.

Surviving as a Company amid a Dramatically Changing Market Environment

We have all experienced the dramatically shifting external environment over the past few years, yet I personally feel that this has also become the new norm for the future. Despite the emerging recovery in socio-economic activities following the end of COVID-19, the world continues to face geopolitical issues like the conflicts in Ukraine and Israel, and has, for example, exhibited increasing complexity with the radicalization of these conflicts. At the same time, I am also aware that taking action on environmental problems is an issue of the utmost importance. Amid the country's inherent challenges of limited national territory and paucity of resources, Japan is expected to see its population decline by nearly 8 million people from 2023 to 2030. This situation is already placing severe strains on corporate activities. Despite these conditions, companies are expected to generate a virtuous cycle for the domestic economy in the immediate future by engaging in activities intended to steadily increase wages and prices. Yet these

companies will also need to continuously improve the earnings that serve as capital if they are to achieve sustainable growth. A declining population will also lead to smaller markets and a shrinking labor force. Workers will then hold the power to choose companies during recruitment activities. As a company, we therefore stand today at a turning point: Will potential workers choose us? Will we survive? In light of these underlying questions and circumstances, we must take charge of the situation with the resolve to act upon these dramatic shifts. In our quest for survival, the most important element as a company is competitiveness. Competitiveness indicates the level of acceptance among society, and Gunze's competitiveness, specifically, stems from its ability to provide a “feeling of comfort.” Although our core technologies also serve as a method of realizing this feeling of comfort, these technologies alone will not ensure our survival. Which is why I recognize the importance of continuously providing value.

Our Assessment of the Second Year of Medium-term Management Plan VISION 2030 stage1

As our aspiration for 2030, we aim to create new value and deliver a feeling of comfort. Under VISION 2030 stage1, we included four pivotal strategies for achieving this goal, namely new value creation, capital cost-focused management, evolution of our corporate constitution, and environmentally responsible management. Through these strategies we have sought to provide a balanced-degree of value to four groups of stakeholders, namely business partners and customers, shareholders and investors, employees, and society and the environment. Although individuals interpret feelings of comfort differently, our business partners and customers have continued to use the many unique products and services that we have offered over the years because they recognize them as providing a feeling of comfort. As the central management policy on returning profits to shareholders and investors, we have established a policy of continuously delivering a total return ratio of 100% until consolidated ROE exceeds the cost of shareholders' equity. In the fiscal year ended March 31, 2024, we issued a dividend of ¥153 per share, ¥6 higher than the previous year. As far as employees are concerned, we endeavor to improve the working environment by increasing wages and expanding employee benefits. Turning to society and the environment, we have worked through our business activities to provide solutions to the challenges they face. This includes converting the Moriyama Plant (Moriyama City, Shiga Prefecture), one of our key facilities in the plastic films field, into a Circular Factory™

(resource-recycling facility) and building plant buildings that are certified under the Comprehensive Assessment System for Building Environment Efficiency (CASBEE). Under VISION 2030 stage1, we made steady progress in our efforts targeting these four groups of stakeholders. However, as we have yet to achieve our goals, I do not feel the outcomes have been sufficient. In FY2024, the final fiscal year of the Medium-term Management Plan, we will therefore conduct initiatives in each segment intended to increase productivity through automation and DX programs; to enhance cost competitiveness through a globally optimized production system; and to expand our raw material procurement network, as we continue to generate new value that captures changes in the market.

• [Medium-term Management Plan](#) ▶P.16-17
• [Financial Capital Strategy](#) ▶P.28-31



Providing a “Feeling of Comfort” to Society through Unique Businesses

The Gunze Group engages in an extensive range of businesses, from apparel to plastic films and medical devices. Despite the difficulty in bringing these together under one definition, we manage to leverage the respective characteristics of each business to execute business portfolio strategies in a way that generates Group-wide synergy. I therefore believe that we can provide the value of a feeling of comfort to society by ensuring that each division flexibly responds to the business environment in a way that builds competitiveness. In one example, we split off the medical business, which had originally been part of the functional solutions segment in FY2023, and have clearly positioned it as a driver of growth as an independent segment. Ahead of this move, we merged Medical U&A Inc. and Gunze Medical Japan Ltd., which had operated as sales subsidiaries for the medical group, to establish Gunze Medical Limited in October 2022. Moreover, in April 2023, we merged the R&D, pharmaceutical affairs, and management sections of the medical devices business, thereby creating an organizational structure dedicated to medical devices with the ability to manage all stages from R&D to sales in an integrated manner. At present, we are working to establish a unique business structure tailored to the medical industry by actively recruiting mid-career professionals. Although we do not plan to announce details of the next Medium-term Management Plan VISION 2030 stage2 until May 2025, in working toward our next set of milestones we intend for the medical business to create new corporate value and lead as a pillar of the Gunze Group growth strategy. In

particular, the medical business will do so by providing innovative medical devices with a focus on bioabsorbable products. Specifically, this effort will entail the three growth strategies of achieving sustainable growth by expanding the ratio of high-profitability, proprietary products; promoting area-specific portfolio strategies, including strengthening sales of products for the wound care (WOUND) and thoracic/abdominal (Surgical) areas; and developing new products and challenging new areas that enhance our presence as a company. In order to accelerate these three strategies, we will construct a new plant (the third plant) on the site of the Ayabe Plant in Kyoto, which is the site of our founding. Scheduled for completion in February 2025, this plant will include expanded R&D facilities to enhance our development capabilities. The new plant will also be equipped to increase production of the absorbable adhesive barriers for which demand is growing. Meanwhile, in the engineering plastics field, which is expected to experience a huge increase in demand from the medical and semiconductor sectors, we will expand the main Konan Plant (Aichi Prefecture) with a completion target of March 2025. Moreover, we will strengthen investments in growth businesses in the plastic films field, the area in which the Gunze Group is currently taking the most aggressive action on environmental problems. This move will include putting our Circular Factory™ into full-scale operation and establishing recycling centers as the foundation of our transformation into a circular manufacturer.

• **Special Feature: Fine-Tuning Existing Businesses and Early Signs toward Future Business** ▶P.22-27

Gunze Group Sustainability as a Generator of New Value

Originally launched as a silk manufacturing company, today the Gunze Group shares the same DNA of differentiating products and services across its diverse range of businesses, underpinned by a commitment to quality. So, I would like to introduce an example that shows just how far this awareness has spread among our employees. Many of you probably remember how masks flew off the shelves in Japan and could not be found in stores for months on end following the rampant spread of COVID-19 at the start of 2020. At the time, given our technologies in the apparel business, we could have moved immediately to manufacture and sell masks made using cloth fabrics to drive up profits. But because the frontlines of the apparel business were thoroughly committed to how the masks felt against the skin, if they fit easily, if they were gentle around the ears, and other aspects of mask quality when worn, it was only in May that we were able to launch sales of a gentle cloth

mask that was uniquely made by an underwear manufacturer. As we continued to enhance the quality and provide a feeling of comfort by developing masks for the summer, we received praise from customers and ended up creating one of the top selling products on our e-commerce site. I believe this stance of the apparel business itself embodies our spirit, and our sense of ethics. Introducing this effort Group-wide has given rise to a synergistic effect within the Company. The direction for which I feel the Gunze Group must continue to aim in looking to 2030 is sustainability-related initiatives, including those focused on environmental issues, primarily climate change, and those for strengthening human capital. Our founding spirit lives on within the human resources strategies that are essential for sustainable management. With the beliefs that “good people make good silk yarn” and “a good conscience produces a yarn of high luster,” our founder, Tsurukichi Hatano, worked hard to

strengthen education for female mill workers in order to improve the quality of our yarn. People at that time spoke of the factory as “a factory on the outside but a school on the inside.” This reputation was built by Hatano, who steadfastly followed the policy of respect for people. This policy, as well as the commitment to cultivating and empowering people, has been preserved throughout Gunze’s history. Today, as job-based employment and mid-career recruitment become more common, and the concept of lifetime employment is starting to change, we must take an approach that suits the needs of the times. Besides the

Passing on the Gunze Group’s DNA

When asked about our policy for developing management personnel, I answer that candidates must have acquired a certain degree of management sensibility, knowledge, experience, and skill, as described in textbooks. Yet these can also be acquired later on through effort. In contrast, the two things I think are absolutely essential for engaging in management are health and a personality that connects to management qualities. Health and personality are attributes with which we are born, and are greatly affected by where we come from. You cannot change these by suddenly making an effort. Yet both are extremely important for engaging in the work of management. Although direct competition among candidates only begins after we screen for these two aspects, candidates must make every effort at this point to acquire the skills they are lacking. Given the increase in job-based employment and the shift away from the concept of working for one company for an entire lifetime, however, we will flexibly address these changes as we develop human resources.

My motto is do my best to choose the right people and to leave the rest to chance. Although this might make some people mistake my stance as leaving things up to others, I believe these words convey the importance of first and foremost putting every effort into the duties with which we have been tasked. When performing our duties, the most important goal is for us to perfect competitiveness, no matter how small the task. And I ask that all employees continue to enhance their competitiveness within the

obvious themes of promoting women’s empowerment and engaging in work style reforms, we will also work to enhance the awareness that all employees are involved in management, to reform the employee benefit system, and to support self-led career development. In addition to training specialists like myself, after all, my career proceeded almost entirely within the plastic films field, we will work to train human resources in a way that helps develop future generations of management executives, including through personnel exchanges between business divisions.

Company as they identify the competitiveness of Gunze from the stance of its customers. Simply putting our best foot forward does not mean that we will proceed smoothly with our work. Yet I still think it is important to always stay at least one step ahead of our competition. We should not simply aim in one giant leap for the top, but should gradually accumulate duties in a steady manner, one step at a time. With 2024 marking our 129th year in business, I feel this very approach is exactly what the Gunze Group needs if it is to survive over the long-term.

• **Human Resources Strategy** ▶P.32-35



Co-creation Woven Together with Stakeholders

We will continue to engage in the effort to “Transform and Challenge,” and we will tirelessly work to enhance customer satisfaction and corporate value with the intense desire to contribute to society by providing new products and services that create the future. Through sustainable

management that aims to balance social and economic benefits, we intend to remain a company that will survive for the coming 50 and 100 years. I therefore humbly ask for your further support and understanding. Thank you.

Value Creation Model

Social Issues



INPUT

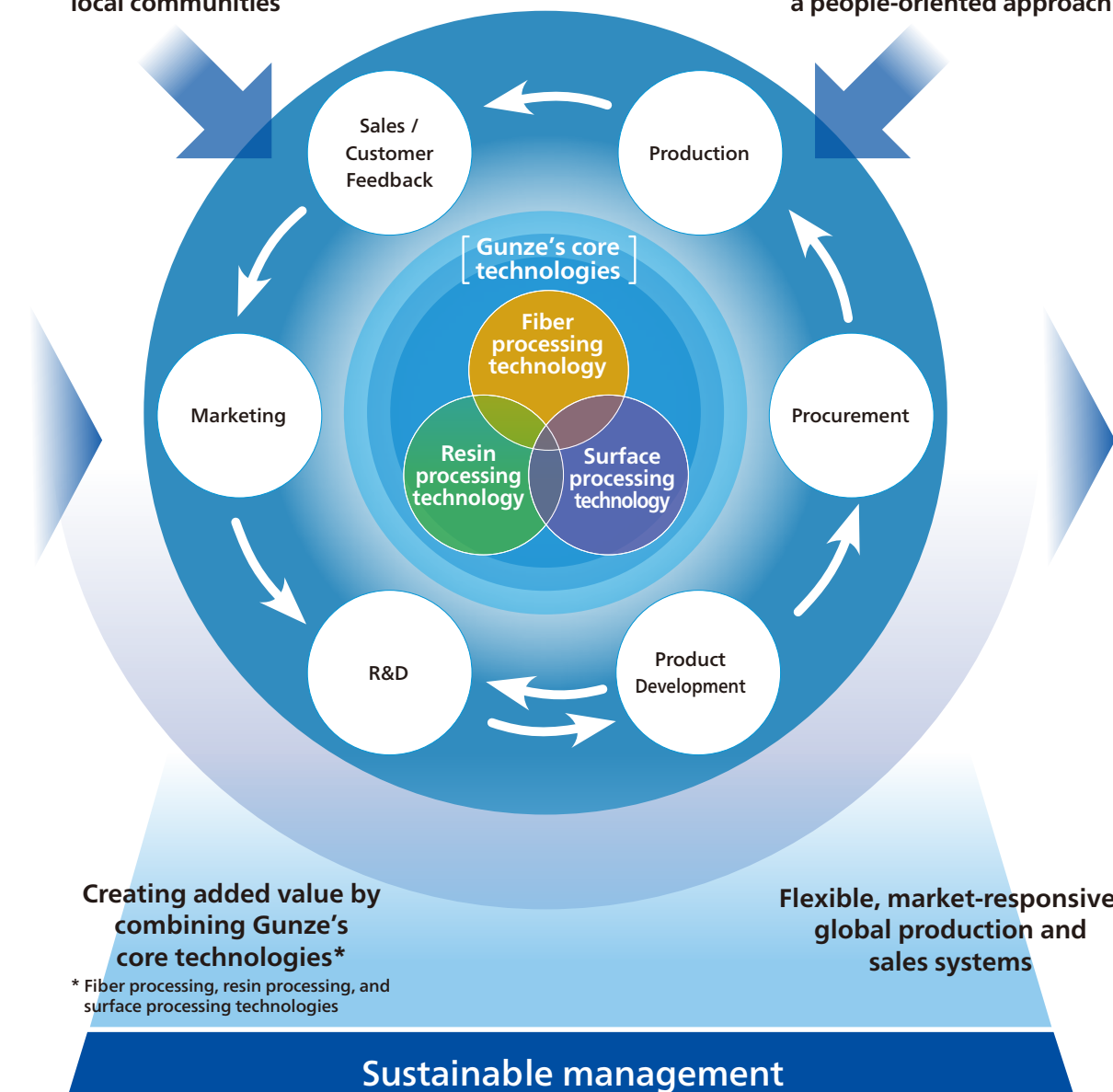
(March 31, 2024)

Human Capital	
<ul style="list-style-type: none"> People-oriented approach "Three disciplines" taking hold Diversity of talent 	<ul style="list-style-type: none"> Consolidated number of employees (5,214) Employees holding qualifications (1,336) * Number of employees incentivized to obtain a qualification
Manufactured Capital	
<ul style="list-style-type: none"> Robust production system with powerful manufacturing expertise Total cost competitiveness IT communications environment 	<ul style="list-style-type: none"> Number of global bases 10 countries Domestic affiliated companies 29 companies Overseas affiliated companies 28 companies
Financial Capital	
<ul style="list-style-type: none"> Stable financial standing Medium- to long-term capital policies Cost of capital-based management 	<ul style="list-style-type: none"> Net assets 117,691 million yen Interest-bearing debt 15,426 million yen
Natural Capital	
<ul style="list-style-type: none"> Environmentally friendly products / services Wholesaling of plants and trees 	<ul style="list-style-type: none"> Energy consumption (domestic) 43,445 kL (Crude oil equivalent)
Intellectual Capital	
<ul style="list-style-type: none"> Broad range of intellectual properties and technologies, from textiles to polymers Corporate brand loyalty 	<ul style="list-style-type: none"> Know-how Number of R&D personnel 49 Number of industry-government-academia collaboration projects 29 projects (FY2023 results) Number of patents acquired Domestic 691; overseas 249 Number of designs acquired Domestic 216; overseas 10 Number of trademarks acquired Domestic 1,934; overseas 803 Number of utility model patents acquired Domestic 20; overseas 4
Social and Relationship Capital	
<ul style="list-style-type: none"> Activities to address social issues through collaboration with local communities Sustainable procurement based on harmonious coexistence and coprosperity 	<ul style="list-style-type: none"> Diverse partnerships (suppliers, external research organizations, customers, local public organizations, etc.) Brand power Share of domestic market: Shrink film approx. 40% Bioabsorbable reinforcement felts approx. 90% Artificial dermis approx. 40% Number of apparel products sold annually in Japan 110 million units Collaboration with local communities

BUSINESS MODEL / A Value Chain That Leverages Competitive Advantages

Harmonious coexistence with the environment and local communities

Talent development through Human Capital a people-oriented approach



* Fiber processing, resin processing, and surface processing technologies

OUTPUT

(March 31, 2024)

Functional Solutions Business ▶ P.46 <ul style="list-style-type: none"> Plastic Films Business Engineering Plastics Business Electronic Components Business Mechatronics Business 	
Medical Business ▶ P.48 <ul style="list-style-type: none"> Medical Materials Business 	
Apparel Business ▶ P.50 <ul style="list-style-type: none"> Innerwear Business Legwear Business Lifestyle Apparel Business Threads & Accessories Business 	
Lifestyle Creations Business ▶ P.52 <ul style="list-style-type: none"> Real Estate-related Business Sports Club Business Landscaping and Greening Business 	

OUTCOME

(March 31, 2024)

FY2023 Results

Human Capital	
Ratio of women employees (non-consolidated)	33.8%
Ratio of women in managerial roles	7.0%
Ratio of women corporate officers	13.6%
Improvement of engagement (Engagement score = 62 pt. / Survey results fiscal year ended March 31, 2024)	
Work-life balance	
Paternity/maternity leave utilization rate	42.0%/100%
Average number of annual leave days taken	14.9

Manufactured Capital	
Capital investment costs	9,147 million yen

Financial Capital	
Return of profits to shareholders (dividend per share)	153 yen (2.6 billion yen in total)
Total shareholder return (TSR)	138.3%

Natural Capital	
CO ₂ emissions (Domestic + Overseas) Scope 1+Scope 2*	115,517 t-CO ₂
(Compared with FY2013 BM: 33.0% reduction)	
* Gunze Group total	
No. of plants with ISO 14001 certification	14 business sites

Intellectual Capital	
R&D expenses	2,471 million yen
Number of patents published	80 (Domestic 52, overseas 28)

Social and Relationship Capital	
Brand awareness	77.1% (Nikkei Brand Japan 2024 Survey)
Contributions to the local community: Entered into regional comprehensive agreements with Osaka Prefecture, Osaka City, and Kyoto Prefecture Model Forest Movement (forest conservation activity) Four times, total participants: 125 (collaboration with Kyoto Prefecture)	
Joined the emergency disaster response alliance SEMA	
Love Earth activities (support for six organizations, including NPOs)	

IMPACT

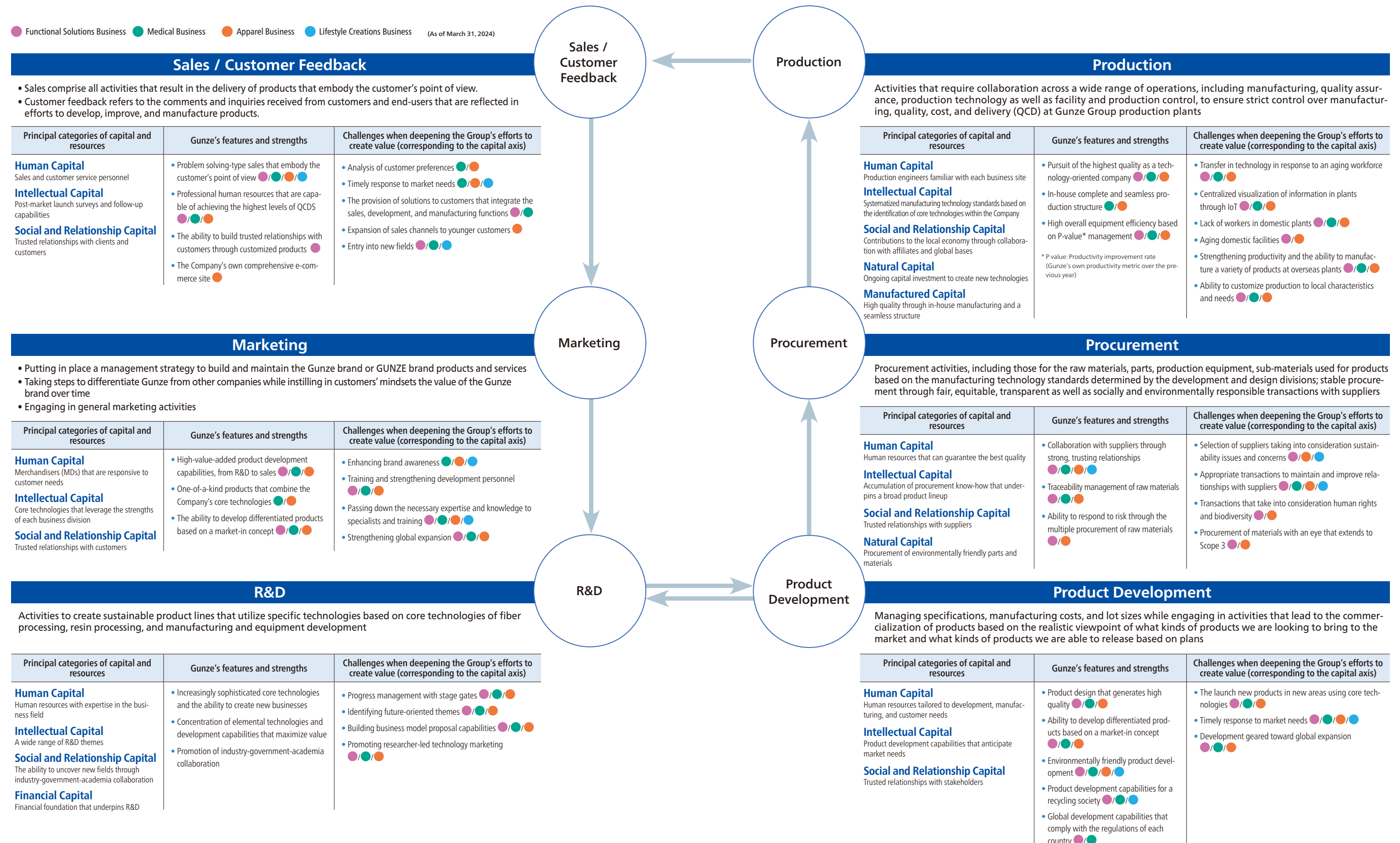


Solving social issues through comfort solutions for life

Creating Value through the Value Chain by Leveraging the Group's Competitive Advantage

The value chain activities identified in Gunze's value creation model strengthen the Company's business activities by efficiently using the Group's various capital resources and leveraging its unique strengths.

Here we present details of the principal categories of capital for each activity, Gunze's competitive advantage, and the challenges we face in further deepening the Group's efforts to create new value.

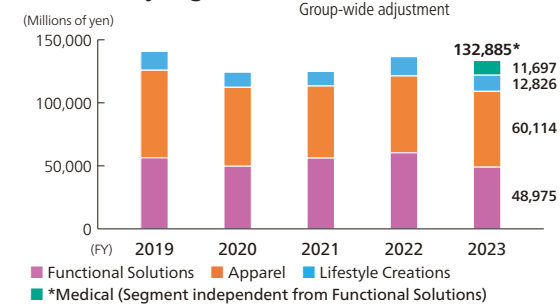


Financial and Non-financial Highlights

Financial

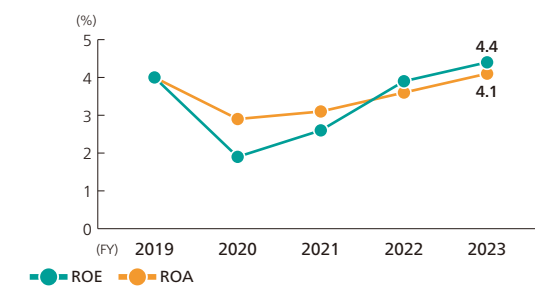
* The medical materials field, which was included in the Functional Solutions segment, was split off as the independent Medical segment from FY2023.

Net Sales by Segment



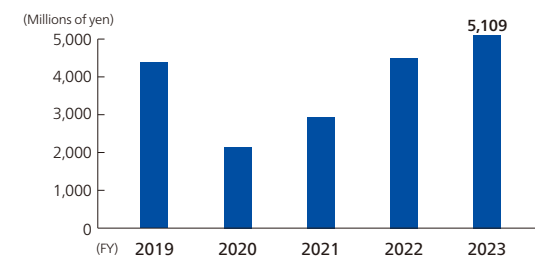
Net sales decreased ¥3,144 million year on year owing to the transfer of the electronic components business and real estate development project factors in FY2022.

ROE/ROA



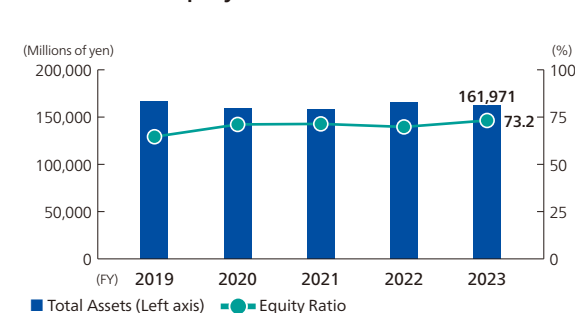
ROE and ROA increased 0.5 of a percentage point year on year in line with the upswing in net income and operating income.

Profit Attributable to Owners of Parent



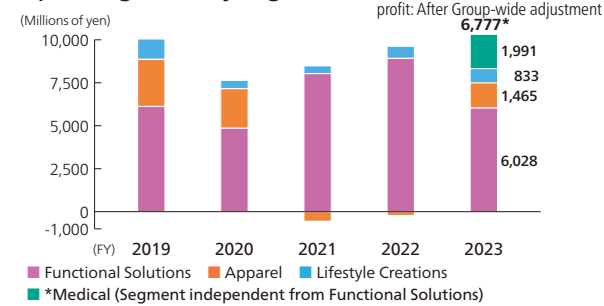
Based on the posting of a gain on sales of securities, business restructuring expenses, and income taxes – deferred (gain) related to investments in subsidiaries, profit attributable to owners of parent climbed ¥608 million year on year.

Total Assets/Equity Ratio



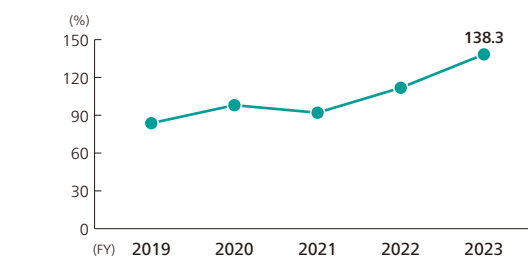
The equity ratio came in at 73.2%, up 3.4 percentage points year on year owing to a variety of factors, including the effects of streamlining total assets through the sale of securities and the repayment of borrowings.

Operating Profit by Segment



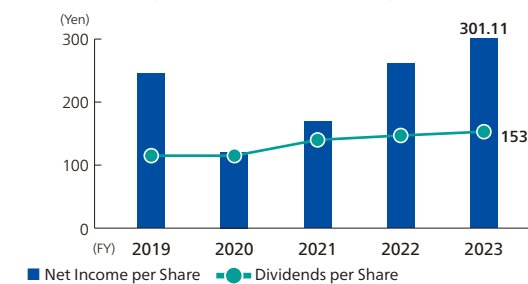
Operating profit increased ¥965 million year on year primarily owing to improved profitability in the apparel business.

Total Shareholders Return (TSR)



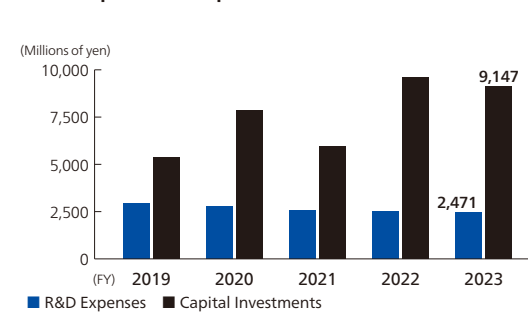
Total Shareholders Return (TSR) in FY2023 came in at 138.3% compared with the base year of FY2018, up 26.5 percentage points from the TSR for FY2022 of 111.8% using the same benchmark.

Net Income per Share/Dividends per Share



The annual dividend for FY2023 was set at ¥153 per share, up from ¥147 per share in FY2022. The annual dividend for FY2024 is projected to come in at ¥157 per share.

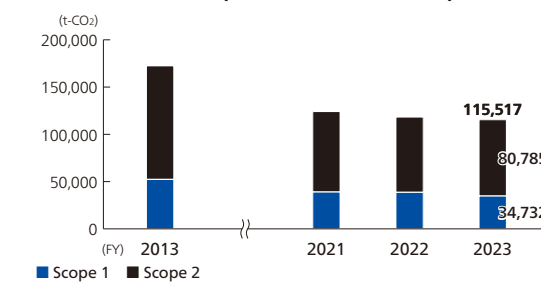
R&D Expenses/Capital Investments



In FY2023, the Gunze Group undertook investments (¥9,147 million) mainly in plastic film production equipment and the construction of an apparel SCM platform.

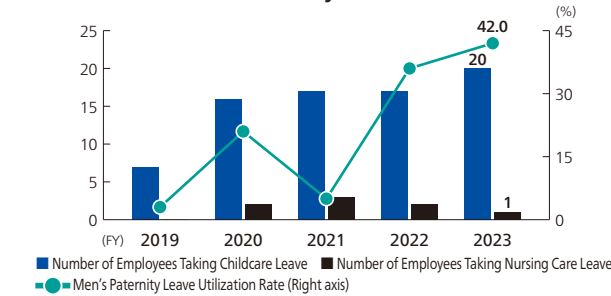
Non-financial

CO₂ Emissions (Japan + Overseas) Scope 1 + Scope 2



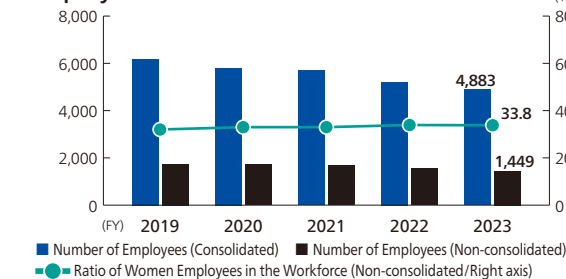
The Group promoted sustainable energy-saving activities and the use of renewable energy to reduce CO₂ emissions.

Number of Employees Taking Childcare and Nursing Care Leave/Men's Paternity Leave Utilization Rate



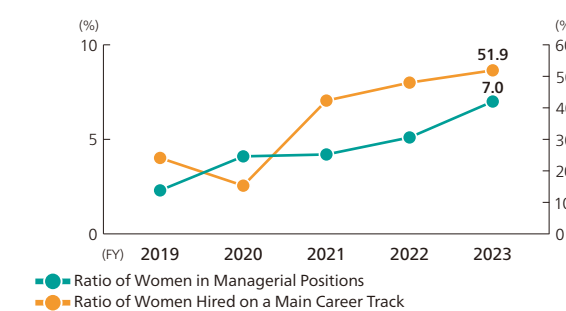
Promoted as child-rearing support, the men's paternity leave utilization rate came in at 42.0%, up 6.0 percentage points year on year.

Number of Employees and Ratio of Women Employees in the Workforce



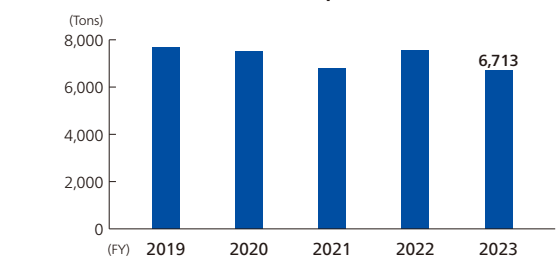
The number of employees decreased on both a consolidated and non-consolidated basis. The percentage of female employees came in at 33.8%, essentially unchanged from the previous fiscal year.

Ratio of Women in Managerial Positions/Ratio of Women Hired on a Main Career Track



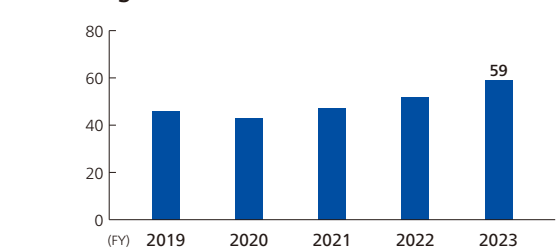
Both the ratio of women in managerial positions and the ratio of women hired on a main career track increased. The ratio of women hired on a main career track excludes women working rotating shifts.

Total Waste Generated (Japan)



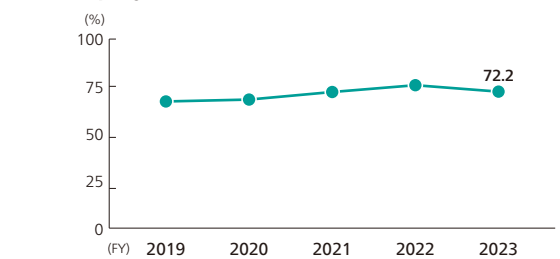
Results in FY2023 fell below the previous fiscal year. The Gunze Group will strive to reduce the amount of generated waste while promoting waste recovery and reuse.

Number of Employees Who Have Acquired Shorter Working Hours for Childcare



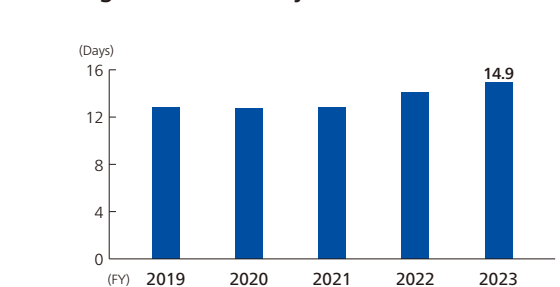
Gunze's system of short working hours for children is available to employees who are raising a child up to the end of March of the third year of elementary school. The system was utilized by 59 employees in FY2023.

Reemployment Rate after Retirement



After retiring at the age of 60, 72.2% of employees continue to work under the reemployment program at the Gunze Group.

Average Number of Days of Annual Leave Taken



The number of days of annual leave taken, which the Group promotes as part of its efforts to establish an organizational culture, increased 0.8 days year on year.